

command structure. As the event increases or decreases in size and scope, the Incident Command Structure will increase to include Command, Operations, Planning, Finance, and Intelligence Sections, or decrease in scope as the Incident Commander dictates.

## **Phases of Emergency Management**

### **Prevention**

The Richmond Sheriff's Office maintains and executes plans to ensure security within the confines and to avoid correctional center disturbances and up risings. Training and practice of these plans and protocols are done regularly.

### **Preparedness**

The Richmond Sheriff's Office maintains executable plans for correctional center disturbances and trains and practices the execution of those plans. The Richmond Police Department will assist the sheriff's department as needed.

### **Response**

Once it is determined that a disturbance has occurred, the Richmond Police Department will respond to the area and establish control of the perimeter. The police department will not make entry into the correctional center unless requested by the sheriff's department. The incident will be managed utilizing the Incident Command System.

### **Recovery**

The Department may be required to post officers at area hospitals to assist hospital security, crime scene protection, life safety operations, rescue and recovery. Operational readiness and post emergency management must be maintained during this phase to ensure continuity of operations.

## **Conditions of Readiness**

### **Response Level Green**

No credible risk of a threat to public safety. Routine security is implemented, normal departmental activities. Normally characterized by planning and exercise activities

### **Response Level Blue**

A general risk to public safety with no credible threats to specific targets. Routine security, normal departmental activities. Review standard operating procedures and emergency plans. Inspect and verify the operational conditions of needed equipment and supplies. Review and update recall list for all members of the department.

### **Response Level Yellow**

A predictable or significant possibility of a minor threat to public safety. A period of specific action and preparation anticipating the possibility of increased threat. Actual response will be dictated by credible intelligence developed by internal sources or received from other law enforcement or security components. Department begins to meet and coordinate future activities which may be necessary should more information be developed

## Response Level **Orange**

Information/intelligence indicating that a serious threat to public safety is imminent. Department mobilization will begin. A modified Incident Command System will be established and deliberate action to raise the level of proactive patrols and specialty units will begin preparation for upgrading facility protection at critical infrastructure locations

## Response Level **Red**

A major threat to public safety is in progress or has occurred. The Department will be fully mobilized by recalling selected sworn and essential civilian members. Critical infrastructures will be guarded by deployed personnel and a fully expanded Incident Command System will be in place.

## **Incident Command Procedures and Structure**

The Richmond Police Department endorses the Incident Command System as a basis for Departmental response. The ICS is an organizational process for the management of emergencies. The management of the Department during an unusual occurrence such as a correctional center disturbance will be built around the ICS structure. All operational components will utilize this system in the management of their responsibilities.

To facilitate the coordination between the Police Department and the Sheriff's Office, the Incident Command System (ICS) shall be implemented as outlined in the Emergency Operations Plan (ICS/NIMS). Special instructions are needed to govern police operations during such incidents in order to ensure a greater degree of operational effectiveness. The Sheriff's Office is responsible for the internal management and functional operations of the City Jail. Police Department resources shall not enter the City Jail building confines unless specifically requested by the Sheriff's Office.

## **Operational Periods**

The Department will establish operational periods, which coincide with the current activities to complement planning and operations during the threat. Operational periods will be defined and operational objectives clearly established for each period understanding that should an event occur these plans and period will be fluid and flexible. By establishing operational periods the Department will be able to consider future operational requirements and identify and obtain resources needed to complete the mission. By following this model, the Department will be able to assess the current situation while planning for future events that may occur.

## **Patrol Response**

The first arriving officer shall assume command of the incident as the Incident Commander (IC) until relieved by a supervisor. Upon arrival at the scene, it will be the duty of the IC to assess the situation for determining manpower needs and to position those officers needed to provide traffic control and other police functions. The IC shall coordinate a perimeter, positioning officers at the most strategically advantageous positions possible to facilitate view of all building accesses/exit points.

## **Common Tasks of First Responders to Correctional Center Disturbances**

### o Approach

- Be aware, alert, and cautious

- Identify what the threat is
- Ask questions and gather information

o Route into the area

- Identify cover and concealment
- Identify traffic choke points
- Identify Possible threats

o Do not rush into the area

- Take your time and survey the scene
- Provide distance until threat has been identified or cleared

o Monitor the scene

- Be aware of surroundings

o Control the scene

- Protect personnel and citizens by establishing protection zones
- Alert and warn incoming responders
- Direct and account for incoming units
- Transmit key information to communications and on-duty supervisor
- Assess manpower needs to control the scene and mitigate escalations
- Assess medical needs of responders and victims
- Establish crowd and traffic control to minimize confusion and congestion while allowing for free access by emergency equipment
- Establish Incident Command System until relieved by on-duty supervisor

o Traffic Direction and Control

- Ensure emergency vehicles are permitted to move freely to and from the scene.
- Vehicles not actively involved in managing the incident are situated so they do not inhibit the access of emergency personnel and equipment. This may require the rerouting of all non-emergency vehicles around the vicinity of the scene.
- Police personnel may use temporary traffic control devices such as cones and barricades in addition to manual direction and control of traffic and pedestrians.

**Supervisor Response**

The first patrol supervisor on the scene will, until relieved, be designated the Incident Commander (IC) for the police department and shall establish a command post for the purpose of coordinating and directing joint police and sheriff operations. The IC shall promptly notify the DEC of the command post location. The IC shall survey the situation to determine the following:

• Specific Tasks for Arriving Supervisors

- Receive size up briefing and assess the situation

- What is the nature of the incident
- What hazards are present
- Do warnings need to be issued
- How large is the effected area
- What entrance and exit routes would be good for emergency responders
- Where is a good site for the Incident Command Post and Staging

o Identify contingencies

- What could happen
- How will we respond

o Identify needed resources

- What is needed to prevent escalation (Additional personnel, expanded control zones)
- What is needed to meet medical needs
- What is needed in terms of communication
- How long will it take to get them
- Are there special requirements – Bomb Squad, SWAT

o Establish a Plan

- Identify responsibilities and assign tasks
- Coordinate response with Sheriff's Department personnel

o Take Action

- Document effort

Any department action shall be the decision of the IC in accordance with the Department's Mobilization Plan and established Emergency Operations Plans.

**Public Information Office:**

The Public Information Office shall be notified of the severity of the incident and will respond to the command post, as directed, to handle inquiries, or defer to the Richmond Sheriff's Office Public Information Officer.

**After Action Review:**

The decision to conclude police operations at the scene shall rest with Richmond Police Department Incident Commander, in conjunction with the needs of the Sheriff's Department Incident Commander.

Once the incident has concluded, the IC or his/her designee shall complete an After Action Review of the incident. An After Action Report shall be maintained in accordance with the Richmond Police Department Mobilization Plan and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.

- What is the nature of the incident
- What hazards are present
- Do warnings need to be issued
- How large is the effected area
- What entrance and exit routes would be good for emergency responders
- Where is a good site for the Incident Command Post and Staging

o Identify contingencies

- What could happen
- How will we respond

o Identify needed resources

- What is needed to prevent escalation (Additional personnel, expanded control zones)
- What is needed to meet medical needs
- What is needed in terms of communication
- How long will it take to get them
- Are there special requirements – Bomb Squad, SWAT

o Establish a Plan

- Identify responsibilities and assign tasks
- Coordinate response with Sheriff's Department personnel

o Take Action

- Document effort

Any department action shall be the decision of the IC in accordance with the Department's Mobilization Plan and established Emergency Operations Plans.

**Public Information Office:**

The Public Information Office shall be notified of the severity of the incident and will respond to the command post, as directed, to handle inquiries, or defer to the Richmond Sheriff's Office Public Information Officer.

**After Action Review:**

The decision to conclude police operations at the scene shall rest with Richmond Police Department Incident Commander, in conjunction with the needs of the Sheriff's Department Incident Commander.

Once the incident has concluded, the IC or his/her designee shall complete an After Action Review of the incident. An After Action Report shall be maintained in accordance with the Richmond Police Department Mobilization Plan and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.

- d. Evaluation.
- e. Injuries/deaths sustained by participating agencies.
- f. Roster/man-hours expended.
- g. Index of use of force incidents
- h. Evidence collection at the scene should be considered in preparation of this report
- i. Public Information Releases.

## **Tab D: Hazardous Material Incidents and/or Major Fires Annex**

### **Purpose**

This annex outlines the Department's direction and control concepts of operations for the coordination of a Department response to major fires and/or hazardous material incidents, focusing on the utilization of the Emergency Operations Plan and the Department's emergency management structure as the basis for the response.

### **Hazard and Vulnerability Analysis**

The following statements define several aspects of the City's vulnerabilities to major fires and/or hazardous material incidents:

- The State Capitol, Governor's Mansion and Federal Reserve are vulnerable to international and domestic terrorist attack by fire, bombing or both.
- Current estimates indicate that terrorist attacks in the United States will increase in the next decade.
- There is a possibility that various types of major fires could occur in the city including:
  - o Hotel/Motel
  - o Schools
  - o Forest
  - o Bomb/Explosions
  - o Hazardous Materials - Business or Tanker Trucks

### **Situations and Assumptions**

The following situations and assumptions apply to major fire and/or hazardous material incidents planning as it relates to Richmond.

- The City of Richmond numerous schools and apartment units.
- Richmond Fire Department lists 131 sites in the city considered to be Extreme Hazardous Sites (EHS), due to the amount and or type of hazardous materials stored or manufactured at those sites.

### **Assumptions**

- The Department will achieve the appropriate level of planning prior to and during an event to meet the risks and threats identified.

- The Department's Emergency Operations Plan will serve as a guiding resource for the Department's actions and planning.
- The Department may be required to call upon non-involved departments to provide assistance in non-traditional areas of service including logistics, officer rehabilitation, and incident documentation.
- In the event of a major fire, the Department will employ an Incident Management System that expands and contracts as the need arises.
- The potential exists for people to be at least temporarily displaced.
- The resources of the Red Cross, the Department of Social Services and other support agencies may be required to assist with displaced residents.

### **Concept of Operations**

The following concepts of operation are applied during the management of major fires and/or hazardous material incidents.

#### **General Concept of Operations**

The Department's response to a major fire and/or hazardous material incident will be coordinated through the Emergency Operations Plan, a part of the City's overall emergency management organization. The Department has an alert system, which facilitates the coordination and integrates police preparation and response during an unusual occurrence such as a major fire. Additionally, this system identifies the command and control elements that are executed under a unified command structure. As the event increases or decreases in size and scope, the Incident Command Structure will increase to include Command, Operations, Planning, Finance and Intelligence Sections, or decrease in scope as the Incident Commander dictates.

A high degree of coordination between the Fire and Police Departments is required at the scene of major fires and/or hazardous material incidents. To best facilitate this coordination, the Incident Command System (ICS) shall be implemented as outlined in this plan (ICS/NIMS). Special instructions are needed to govern police operations during such incidents in order to ensure a greater degree of operational effectiveness.

### **Phases of Emergency Management**

#### **Prevention**

An unusual occurrence such as a major fire typically occurs without warning. As a law enforcement agency, our efforts will be primarily reactive in nature.

#### **Preparedness**

A major fire normally gives little or no warning prior to its occurrence; however, through training, exercises, and continual vigilance we can be prepared to execute a systematic response to a fire when it happens. By routinely participating in tabletop and practical exercises, we are better able to address the conditions and tasks we face during a major fire.

## Response

Once it is determined that a major fire is occurring in Richmond, the Department will respond to the area and establish control utilizing the Incident Command System.

## Recovery

The Department will face many challenges after a major fire/hazardous material incident is over. The Department may be required to assist hospital security, crime scene protection, life safety operations, rescue and recovery, and property protection. Additionally, we must be prepared to face psychological trauma involving citizens, as well as Department members. Additional resources such as the Red Cross may be necessary to assist with food, shelter and displaced residents.

## Conditions of Readiness

### Response Level **Green**

No credible risk of a threat to public safety. Routine security is implemented, normal departmental activities. Normally characterized by planning and exercise activities

### Response Level **Blue**

A general risk to public safety with no credible threats to specific targets. Routine security, normal departmental activities. Review standard operating procedures and emergency plans. Inspect and verify the operational conditions of needed equipment and supplies. Review and update recall list for all members of the department.

### Response Level **Yellow**

A predictable or significant possibility of a minor threat to public safety. A period of specific action and preparation anticipating the possibility of increased threat. Actual response will be dictated by credible intelligence developed by internal sources or received from other law enforcement or security components. Department begins to meet and coordinate future activities which may be necessary should more information be developed

### Response Level **Orange**

Information/intelligence indicating that a serious threat to public safety is imminent. Department mobilization will begin. A modified Incident Command System will be established and deliberate action to raise the level of proactive patrols and specialty units will begin preparation for upgrading facility protection at critical infrastructure locations

### Response Level **Red**

A major threat to public safety is in progress or has occurred. The Department will be fully mobilized through recall of selected sworn and essential civilian members. Critical infrastructures will be guarded by deployed personnel and a fully expanded Incident Command System will be in place.

## Incident Command Procedures and Structure

The Richmond Police Department endorses the Incident Command System as a basis for Departmental response. The ICS is an organizational process for the management of emergencies. The management of the Department

during a major fire will be built around the ICS structure. All operational components will utilize this system in the management of their responsibilities.

## **Common Task of First Responders to Major Fires and/or Hazardous Material Incidents**

### ***Initial Officer on Scene:***

Upon arrival to any suspected or real incident, the initial responding officer will immediately notify DEC and request a Hazardous Materials Response from the Richmond Fire Department. When in doubt that the radioactive/hazardous material is still confined to its container, the officer shall assume that the immediate incident area is contaminated and that anyone and anything in the area may be contaminated. The officer will notify his/her immediate supervisor. If necessary, the officer shall notify DEC to contact the ambulance service to respond. If possible, the officer may begin emergency first aid if it will not cause further contamination to him/herself or other individuals on scene. If the officer becomes contaminated, DEC must immediately be notified. The officer will have to be decontaminated and medically monitored. When possible, identify and contain those persons who may have come in contact with the hazardous material to prevent further contamination of others.

The responding police supervisor, upon arrival, will ascertain the nature of the call from the Richmond Fire Department's Command Post. If necessary, the police supervisor will request additional units to secure a perimeter for traffic/crowd control of the scene. The police supervisor will ensure that no untrained police personnel enter any known radioactive/hazardous materials scene beyond the cold zone area. In addition, the police supervisor shall ensure that the scene is protected and the names and addresses of all persons involved including those who cannot be detained and those removed for medical attention are obtained. The police supervisor shall restrict access to the incident area and prevent unnecessary handling of incident debris. He/she will keep the public away from the incident area and allow no one to enter the scene without approval from the Richmond Fire Department. Eating, drinking or smoking in the incident area or use of food or drinking water that may have been in contact with radioactive/hazardous materials is strictly prohibited and will be regulated by the police supervisor. When notified that an actual radioactive/hazardous materials incident exists that fits within the investigative parameters, the police supervisor will notify DEC to contact the on-call designated Investigative Liaison to respond to the scene and request an estimated time of arrival. The police supervisor shall inform DEC to the best of his/her ability the nature, type and location of the incident. This information will be relayed to the designated Investigative Liaison. The estimated time of arrival will then be relayed back to the police supervisor on scene. The police supervisor will notify DEC to immediately contact the Area Watch Commander and Unit 9 and apprise him/her of the situation.

The designated investigative liaison, upon arrival on the scene, will report directly to the Fire Department Command Post for a briefing. The following investigative parameters warrant the use of the designated investigative liaison:

- No lawful reason can be determined for the presence of the material
- Must be "hazardous"
- Large spills exist that are attributed directly to negligence
- Unlawful liquid disposals or discharges exist
- The on-scene Fire Incident Commander has a reasonable suspicion that the incident was not accidental, i.e. company labor problems, uncooperative witnesses, etc.
- When requested by Richmond Fire and Emergency Services
- Any hazardous materials incident that has resulted in an injury or death
- Any incident that may generate significant public concern, media presence or extreme property damage requiring extensive manpower and resources

The designated Investigative Liaison shall have first received the course in Hazardous Materials Compliance and Enforcement as prescribed by the U.S. Department of Transportation in Federal safety regulations and inspection

procedures pertaining to the transportation of hazardous materials and shall further receive annual in-service training in current Federal safety regulations and safety inspection procedures pertaining to the transportation of hazardous materials.

The designated Investigative Liaison will confer with the Fire Department's Hazardous Materials Coordinator or Fire Incident Commander upon arrival. The designated Investigative Liaison will determine if the radioactive/hazardous materials incident will be handled criminally. If so, the scene will become a crime scene and will be treated as such. Responsibility for public safety is under the Fire Department's control. If the scene is in fact a crime scene, both the Police Department (designated Investigative Liaison) and the Fire Department will share in the investigative responsibility.

All police personnel shall remain at their location until the scene has been rendered safe AND/OR they have been released by either the designated Investigative Liaison or the Fire Department (last command remaining on scene).

The Area Watch Commander will respond to the scene and serves as Incident Commander for the Department until relieved by competent authority and notify the Chief of Police or designee, if deemed necessary. The Night Supervisor will respond to the scene to monitor activities and, if necessary, relieve the Police Department Incident Commander, ensure that all police personnel are accounted for and are not in need of medical attention or decontamination, notify the Chief of Police or designee and ensures that the Designated Investigative Liaison is located at the Fire Department Command Post.

DEC shall relay information received from the Responding Supervisor to the on-call Designated Investigative Liaison and relay the Designated Investigative Liaison's estimated time of arrival to the supervisor. The OIC of Special Investigations Division designates the Investigative Liaison and responds to all radioactive and hazardous materials scenes.

### **Special Operations Response**

Should Special Operations personnel be required at the scene, the IC shall request support via the on-duty Special Operations supervisor. In the event no Special Operations supervisor is on duty, he will request the Communications Division notify the next scheduled Special Operations supervisor, Special Operations Lieutenant or Captain.

Upon arrival at the scene, it will be the duty of the responding Special Operations supervisor to assess the situation for determining manpower needs and to institute, through the Division of Emergency Communications, call-out of those officers needed to provide traffic control and other police functions. Upon the request for Special Operations personnel to respond to the scene, the Special Operations supervisor will assume the role of the Incident Commander. The Special Operations supervisors will also notify the Commanding Officer of Special Operations of the situation and, if unable to reach the Commanding Officer, then a Special Operations Lieutenant should be notified.

At the request of the Incident Commander, the Division of Emergency Communications will inform responding Special Operations personnel of the command post location. Upon arrival at the scene, Special Operations personnel will respond immediately to the command post for assignment unless otherwise instructed by the Special Operations supervisor. Vehicles are to be parked in such a manner that will not constitute a traffic hazard or impede the free movement of police and fire equipment and personnel to and from the scene. This obviously would not be applicable in situations where police vehicles are employed to block streets for the purpose of rerouting traffic.

The IC or his designee will be responsible for maintaining a record of on-scene police personnel to include their names, assignments, and vehicle numbers.

### **Public Information Office**

The Public Affairs Office shall be notified of the severity of the incident and will respond to the command post, as directed, to handle inquiries, or defer to the Richmond Fire's Department Public Information Officer.

### **After Action Review**

The mutually agreed decision to conclude police operations at the scene shall rest with Richmond Police Department Incident Commander, in conjunction with the needs of the Fire Department Incident Command.

Once the incident has concluded, the IC or his/her designee shall complete an After Action Review of the incident. An After Action Report shall be maintained in accordance with the Richmond Police Department Mobilization Plan and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.
- d. Evaluation.
- e. Injuries/deaths sustained by participating agencies.
- f. Roster/man-hours expended.
- g. Index of use of force incidents.
- h. Evidence collection at the scene should be considered in preparation of this report.
- i. Public Information Releases.

## **Tab E: Airplane Crash Annex**

### **Purpose**

This annex outlines the Department's direction and control concepts of operations for the coordination of a response to airplane crashes, focusing on the utilization of the Emergency Operations Plan and the Department's emergency management structure as the basis for the response.

### **Hazard and Vulnerability Analysis**

The following statements define several aspects of the Department's vulnerability:

- Historically some airplane crashes have resulted in mass casualty and death.
- Historically the majority of airplane crashes occur during take-off or landing.
- There is a possibility that various types of aircraft crashes could occur in the city including
  - o Military Jets
  - o Commercial Aircraft
  - o Private Aircraft
  - o Helicopters

### **Situations and Assumptions**

The following situations and assumptions apply to airplane crash planning as it relates to Richmond.

- Richmond is the home to several heliports in close proximity to the Richmond International Airport
- Airplane crashes represent a significant threat to the public. The effects of an airplane crash may include mass casualties, death and residential property damage resulting severe traffic congestion and detours.
- The response to a airplane crash would require a coordinated and consolidated response requiring the activation of the Department's Emergency Management Structure and the opening of the Emergency Operations Center.

### **Assumptions**

- The Department will achieve the appropriate level of planning prior to and during an event to meet the risks and threats identified.
- The National Incident Response Plan and the Department's Emergency Operations Plan will serve as a guiding resource for the Department's actions and planning.
- The Department may be required to call upon non-involved departments to provide assistance in non-traditional areas of service including logistics, officer rehabilitation and incident documentation.
- The lead-investigating agency for military aircraft crashes shall be the respective military branch.
- The lead-investigating agency for commercial aircraft crashes shall be the National Transportation Safety Board (NTSB).
- The lead-investigating agency for private aircraft crashes shall be the Virginia State Police.
- Richmond Police Department personnel will assist these agencies.
- In the event of a local airplane crash, the Department will employ an Incident Management System that expands as the need dictates.

### **Concept of Operations**

The following concepts of operation are applied during the management of an airplane crash incident.

- General Concept of Operations

The Department's response to an airplane crash will be coordinated through the emergency operations plan, a part of the City's overall emergency management organization. The Department has an alert system, which facilitates the coordination and integrates police preparation and response during an airplane crash. Additionally, this system identifies the command and control elements that are executed under a unified command structure. As the event increases or decreases in size and scope, the Incident Command Structure will increase to include Command, Operations, Planning, Finance, and Intelligence Sections, or decrease in scope as the Incident Commander dictates.

### **Phases of Emergency Management**

## Prevention

An airplane crash normally has little or no warning prior to its occurrence. As a law enforcement agency, our efforts will be primarily reactive in cases of airplane crashes.

## Preparedness

An airplane crash normally has little or no warning prior to its occurrence; however, through training, exercises, and continual vigilance we can be prepared to execute a systematic response to a crash when it happens. By routinely participating in tabletop and practical exercises, we are better able to address the conditions and tasks we face during an airplane crash.

## Response

Once it is determined that an airplane crash has occurred in Richmond, the Department will respond to the area and establish control utilizing the Incident Command System.

## Recovery

The Department may be required to post officers at area hospitals to assist hospital security, crime scene protection, life safety operations, rescue and recovery, and property protection. Additionally, we must be prepared to face psychological trauma involving citizens, as well as Department members. Therefore, operational readiness and post attack emergency management must be maintained during this phase to ensure continuity of operations.

## Conditions of Readiness

### Response Level **Green**

No credible risk of a threat to public safety. Routine security is implemented, normal departmental activities. Normally characterized by planning and exercise activities

### Response Level **Blue**

A general risk to public safety with no credible threats to specific targets. Routine security, normal departmental activities. Review standard operating procedures and emergency plans. Inspect and verify the operational conditions of needed equipment and supplies. Review and update recall list for all members of the department.

### Response Level **Yellow**

A predictable or significant possibility of a minor threat to public safety. A period of specific action and preparation anticipating the possibility of increased threat. Actual response will be dictated by credible intelligence developed by internal sources or received from other law enforcement or security components. Department begins to meet and coordinate future activities which may be necessary should more information be developed.

### Response Level **Orange**

Information/intelligence indicating that a serious threat to public safety is imminent. Department mobilization will begin. A modified Incident Command System will be established and deliberate action to raise the level of proactive patrols and specialty units will begin preparation for upgrading facility protection at critical infrastructure locations.

## Response Level **Red**

A major threat to public safety is in progress or has occurred. The Department will be fully mobilized through recall of selected sworn and essential civilian members. Critical infrastructures will be guarded by deployed personnel and a fully expanded Incident Command System will be in place.

### **Incident Command Procedures and Structure**

The Richmond Police Department endorses the Incident Command System as a basis for Departmental response. The ICS is an organizational process for the management of emergencies. The management of the Department during an unusual occurrence such as an airplane crash will be built around the ICS structure. All operational components will utilize this system in the management of their responsibilities.

A high degree of coordination between the Police Department, Fire Department, Emergency Medical Services (EMS), and possibly the U.S. Military, is required at the scene of an airplane crash. To best facilitate this coordination, the Incident Command System (ICS) shall be implemented as outlined in the Emergency Operations Plan (ICS/NIMS). Special instructions are needed to govern police operations during such incidents in order to ensure a greater degree of operational effectiveness.

### **Operational Periods**

The Department will establish operational periods, which coincide with the current activities to complement planning and operations during the threat. Operational periods will be defined and operational objectives clearly established for each period understanding that should an event occur these plans and period will be fluid and flexible. By establishing operational periods the Department will be able to consider future operational requirements and identify and obtain resources needed to complete the mission. By following this model, the Department will be able to assess the current situation while planning for future events that may occur.

### **Patrol Response**

The first arriving officer shall assume command of the incident as the Incident Commander (IC) until relieved by a supervisor. Upon arrival at the scene, it will be the duty of the IC to assess the situation for determining manpower needs and to position those officers needed to provide traffic control and other police functions. The IC shall coordinate a perimeter, positioning officers at the most strategically advantageous locations to facilitate any immediate medical needs, crowd control, and traffic management for the impacted geographic area.

The decision to remove persons from the downed aircraft will clearly rest with the individual officer. Removal of persons from military aircraft is especially sensitive and dangerous due to the multiplicity of levers and switches in the cockpit area, which control the ejection seat, ordnance, etc. Officers who have not received training in the removal of flight personnel from downed aircraft should preferably not attempt extrication, but if compelled to do so, officers are encouraged to use every precaution and pay particular attention to lever and switch designations before moving them.

### **Common Task of First Responders to Airplane Crashes**

#### o Approach

- Be Aware, Alert, and Cautious
- Identify what the threat is

Ask questions and gather information

o Route into the area

- Identify traffic choke points
- Identify potential staging areas for responding emergency equipment
- Identify other possible hazards

o Do not rush into the area

- Take your time and survey the scene
- Provide distance until threat has been identified or cleared

o Monitor the scene

- Be aware of surroundings
- Be aware of secondary explosions

o Control the Scene

- Protect personnel and citizens by establishing protection zones depending on the event
- Alert and warn incoming responders
- Direct and account for incoming units
- Transmit key information to communications, the on-duty supervisor and responding resources.
- Assess manpower needs to control the scene and mitigate escalations
- Assess medical needs of responders and victims
- Establish crowd and traffic control to minimize confusion and congestion while allowing for free access by emergency equipment
- Protect the crime scene and evidence
- Establish Incident Command System until relieved by on-duty supervisor

o Traffic Direction and Control

- Ensure emergency vehicles are permitted to move freely to and from the scene
- Vehicles not actively involved in managing the incident are situated so they do not inhibit the access of emergency personnel and equipment. Officers are reminded that most fire hoses cannot be driven over without expensive damage to the hose and possible harm to the vehicle. This may require the rerouting of all non-emergency vehicles around the vicinity of the scene.
- Diverting pedestrians away from the scene to prevent injuries from the fire (smoke, debris, etc.) and not to hinder personnel managing the incident.
- Police personnel may use temporary traffic control devices such as cones and barricades in addition to manual direction and control of traffic and pedestrians.

## **Supervisor Response**

The first patrol supervisor on the scene will, until relieved, be designated the Incident Commander (IC) for the police department and shall establish a command post for the purpose of coordinating and directing joint Fire, Rescue and Police operations. The preferred police command post location should be coordinated with the ranking on-scene fire

official (fire incident commander). The IC shall promptly notify the Division of Emergency Communications of the command post location and request the support of Special Operations personnel.

- Specific Tasks for Arriving Supervisors

- Receive size up briefing and assess the situation
- What is the nature of the incident
- What hazards are present
- Do warnings need to be issued
- How large is the effected area
- What entrance and exit routes would be good for emergency responders
- Where is a good site for the Incident Command Post and Staging

- o Identify contingencies

- What could happen
- How will we respond

- o Identify needed resources

- What is needed to prevent escalation (Additional personnel, expanded control zones)
- What is needed to meet medical needs
- What is needed in terms of communication
- How long will it take to get them
- Are there special requirements – Bomb Squad, HAZMAT

- o Establish a Plan

- Identify responsibilities and assign tasks
- Coordinate response with Fire Department personnel

- o Take Action

- Document effort

Should Special Operations personnel be required at the scene, the IC shall request support via the on-duty Special Operations supervisor. In the event that no Special Operations supervisor is on duty, the IC will request Division of Emergency Communications notify the next scheduled Special Operations supervisor, Special Operations Lieutenant or Captain. The Division of Emergency Communications shall notify the State Police of the incident and the command post location. In the event of military airplane crash, the appropriate military authorities shall be notified of the incident and location of the command post.

### **Special Operations Response**

The Special Operations supervisor will assume command of the incident and be responsible for managing command post operations in conjunction with responding officials for the purpose of directing and coordinating operations. The IC shall ensure the department's coordinated effort with representatives from the responding investigative agency, as warranted.

Upon arrival at the scene, the responding Special Operations supervisor shall assess the situation for determining manpower needs and to institute, through the Division of Emergency Communications, the call-out of personnel required to provide traffic management and other police functions. The IC will be responsible for establishing a scene perimeter and determining sufficient personnel to maintain the perimeter and minimize crime scene breaches by onlookers, souvenir hunters, etc.

At the request of the Incident Commander, the Division of Emergency Communications will inform responding Special Operations personnel of the command post location. Upon arrival at the scene, Special Operations personnel will respond immediately to the command post for assignment unless otherwise directed by the Special Operations supervisor. Vehicles are to be parked in a manner not to constitute a traffic hazard or impede the free movement of fire, rescue and police equipment and personnel to and from the scene.

The IC or his designee will be responsible for maintaining a record of on-scene police personnel to include their names, assignments, and vehicle numbers. Patrol officers, as needed, shall be assigned to the command post to assist in maintenance of records.

### **Public Information Office**

The Public Affairs Unit shall be notified of the severity of the incident and will respond to the command post to handle public information inquiries, or defer to the public information representative of other involved or investigative agencies as appropriate. All public information representatives should be advised to report to the Public Information staging area at the press location for informational briefings and news release data, as outlined in General Order 7-24 Public Information Requests.

### **After Action Review**

The decision to conclude police operations at the scene shall rest with Richmond Police Department Incident Commander, in conjunction with the needs of the Fire Department Incident Command, or the command representatives of other involved agencies. Once the incident has concluded, the IC or his/her designee shall complete an After Action Review of the incident. An After Action Report shall be maintained in accordance with the Richmond Police Department Emergency Operations Plan (ICS/NIMS) and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.
- d. Evaluation.
- e. Injuries/deaths sustained by participating agencies.
- f. Roster/man-hours expended.
- g. Index of use of force incidents
- h. Evidence collection at the scene should be considered in preparation of this report

i. Public Information Releases.

## **Tab F: Mass Arrest Plan**

### **Purpose**

This annex outlines the Department's direction and control concepts of operations for the coordination of a Department response in Mass Arrest events, focusing on the utilization of the Emergency Operations Plan and the Department's emergency management structure as the basis for the response. It provides guidelines for the handling of Mass Arrest situations and temporary field holding facilities.

### **Hazard and Vulnerability Analysis**

The following statements define several aspects of the Department's potential for employing mass arrests:

- Mass arrest procedures, as outlined in this Emergency Operations Plan have been used during previous disturbances in the city.
- Richmond is host to a number of festivals and special events that attract large crowds with the potential for incidents requiring mass arrests.
- The City of Richmond is a target rich environment for anti-war and/or pro-war demonstrators, due to the large corporations and government buildings.

### **Situations and Assumptions**

The following situations and assumptions apply to mass arrest planning as it relates to Richmond.

- A mass arrest will be executed based on the totality of the circumstances of the given incident.
- Mass arrests require a degree of prior planning and coordination prior to implementation.
- Based on the size and scope of the incident requiring a mass arrest, resources may be required from local and state assets.
- The response to an incident necessitating a mass arrest would involve a coordinated and consolidated response requiring the activation of the Department's Emergency Management Structure and the opening of the Emergency Operations Center.

### **Assumptions**

- The Department will achieve the appropriate level of planning prior to and during a mass arrest incident and meet any risks identified.
- The Department will depend on mutual aid agreements as necessary.

- The Department's Emergency Operations Plan will serve as a guiding resource for the Department's actions and planning.
- The Department may be required to call upon non-involved departments to provide assistance in non-traditional areas of service including logistics, officer rehabilitation, and documentation
- The public should be prepared for the suspension of routine police services until the mass arrest incident is controlled.
- In the event of an incident requiring a mass arrest, the Department will employ an Incident Management System that expands as the need arises
- Effort will be made prior to a mass arrest to identify, procure, and prepare equipment and supplies that may be needed to respond to such an incident.

### **Concept of Operations**

The following concepts of operation are applied during the management of a mass arrest event. The Department's response to an incident requiring mass arrest shall be coordinated through the Emergency Operations Plan as a part of the City's overall emergency management

### **Phases of Emergency Management**

#### **Prevention**

Incidents requiring mass arrest, though planned for are reactive by nature. Prevention will be determined by the totality of the circumstances.

#### **Preparedness**

The nature of a mass arrest incident yields its self to preparedness. The decision to execute a mass arrest will be dictated by the totality of the incident. However, through training, exercises, and continual vigilance we can be prepared to execute a systematic response to the incident and affect a mass arrest. By routinely participating in table top and practical exercises, we are better able to address the conditions and tasks we face during a mass arrest incident.

#### **Response**

Once it is determined that a mass arrest will be executed, the department will identify and establish the holding area(s) to be used and request the assistance of the Richmond Sheriff's Office, as outlined in this annex. Once it has been established, by the Chief of Police or designee that the disorder is of a proportion that will require mass arrests, a Field Arrest Team(s) will be utilized and implemented. The Majors of Operations, Areas I and II or designees shall be in charge of assisting and assigning officers to the Field Arrest Team(s). The function of the arrest team shall be primarily to expedite the preliminary arrest procedures. The Majors of Operations or designees will assign one member of the Field Arrest Team(s) to respond and retrieve a Mass Arrest Kit. Mass Arrest Kits are stored at the Special Events Division and all precincts and shall be inspected quarterly by the Precinct/SED Commander or designee. Photographs will be taken; the arresting officer will be photographed standing beside the person(s) arrested. When evidence of a physical nature is involved in the actual arrest, the evidence will also be included in the photograph.



*Booking Officer* - The booking officer will complete the Arrest Worksheet. The booking officer will be responsible for contacting the Record Check Officer.

*Report Officer* - The Report Officer will complete the IBR. IBR rules limit the number of arrestees/suspects to 99 per incident. Each Field Arrest Team will obtain its own IBR number. Multiple incident numbers will be necessary if the number of arrestees in a mass arrest situation exceeds 99.

*Property Officer* - The property officer will tag, identify, and preserve all personal property and evidence collected at the time of any arrest. If the article is small, it will be placed in the evidence envelope. Large items will be placed in a container located at the processing point. Numbered labels with adhesive backs will be attached to each Arrest Worksheet and will be attached to property taken from the arrested individual.

*Fingerprint Officer* - The fingerprint officer will record the arrestee's fingerprint on the Arrest Worksheet.

*Record Check Officer* - The record check officer will be assigned to the information desk to receive all information from the booking officer on criminal history records of arrestees.

*Female Police Officer* - The duty of the female police officer will be to search all female prisoners.

*Magistrate* - The Arrest Worksheet will be given to the magistrate who will review the charge(s) and advise the accused of his/her bond, etc.

After the arrest team has compiled the Arrest Worksheet, photographed the prisoner, and identified all personal property and evidence, the Arrest Worksheet with photograph attached, personal property, and evidence will be given to the police officer on the patrol wagon and kept in his/her possession until the Arrest Worksheet and personal property are turned over to a Deputy Sheriff accepting the prisoner at the Detention Section and the evidence is turned over to the Property and Evidence Unit. Normal procedures will be followed in the handling of personal property after the City Sheriff's Department personnel receive it. Also, normal procedures will be followed in the handling of evidence after the Property and Evidence Unit personnel receive it.

The officer's copy of the Arrest Worksheet should be removed and placed in a file after the magistrate writes the warrant. The film or disc that the arrestee's photographs are on should be given to the Arrest Team Sergeant once the civil disturbance is over. The arresting officer, prior to going to court, can obtain his/her copy of the Arrest Worksheet and photograph(s) from the Forensics Team. This form will be used in court as evidence and identification.

Normal procedures will be followed for the processing of juvenile offenders. Refer to General Order 7-18 Juvenile Procedures for juvenile processing procedures. For safety reasons, non-violent juveniles that are not going to be incarcerated should be transported and processed at the Precinct where the civil disturbance takes place and not where the incident occurred. All violent juveniles will be transported and processed at [REDACTED] in the Youth and Family Crimes Team processing room. An on-call Intake Officer must be contacted.

In the event that arrestees are exposed to chemical agents and require medical attention, the Field Arrest Team Sergeant shall contact the Virginia Commonwealth University (VCU) Police Department's Emergency Communication Center at 828-1234. The Field Arrest Team Sergeant shall request that a medical team is forwarded to the location of the incident.

## **Recovery**

The Department may be required to maintain crime scene protection, life safety operations, rescue and recovery, and property protection. Operational readiness and post incident emergency management must be maintained during this phase to ensure continuity of operations.

## **Conditions of Readiness**

### **Response Level Green**

No credible risk of a threat to public safety. Routine security is implemented, normal departmental activities. Normally characterized by planning and exercise activities

#### **Response Level Blue**

A general risk to public safety with no credible threats to specific targets. Routine security, normal departmental activities. Review standard operating procedures and emergency plans. Inspect and verify the operational conditions of needed equipment and supplies. Review and update recall list for all members of the department.

#### **Response Level Yellow**

A predictable or significant possibility of a minor threat to public safety. A period of specific action and preparation anticipating the possibility of increased threat. Actual response will be dictated by credible intelligence developed by internal sources or received from other law enforcement or security components. Department begins to meet and coordinate future activities which may be necessary should more information be developed

#### **Response Level Orange**

There is information/intelligence indicating that a serious threat to public safety is imminent. Department mobilization will begin. A modified Incident Command System will be established and deliberate action to raise the level of proactive patrols and specialty units will begin preparation for upgrading facility protection at critical infrastructure locations

#### **Response Level Red**

A major threat to public safety is in progress or has occurred. The Department will be fully mobilized through recall of selected sworn and essential civilian members. Critical infrastructures will be guarded by deployed personnel and a fully expanded Incident Command System will be in place.

#### **Incident Command Procedures and Structure**

The Richmond Police Department endorses the Incident Command System as a basis for Departmental response. The ICS is an organizational process for the management of emergencies. The management of the Department during an incident requiring mass arrest will be built around the ICS structure. All operational components will utilize this system in the management of their responsibilities.

#### **Operational Periods**

The Department will establish operational periods, which coincide with the current activities to complement planning and operations during the threat. Operational periods will be defined and operational objectives clearly established for each period understanding that should an event occur, these plans and period will be fluid and flexible. By establishing operational periods the Department will be able to consider future operational requirements and identify and obtain resources needed to complete the mission. By following this model, the Department will be able to assess the current situation while planning for future events that may occur.

#### **Patrol Response**

In the event that the response to an unusual occurrence, either anticipated or unanticipated requires mass arrests, the following procedures shall be adhered to:

The Incident Commander will request sufficient personnel to either replace officers who have made arrests or to remove arrested persons from the area for holding until processed. The Incident Commander will also request the support of the Sheriff's Department to assume custody, transportation and the processing of prisoners.

The Incident Commander will request additional support from the City of Richmond Magistrate's Office to expedite the processing of prisoners and will assign an officer to act as liaison to the RSO and the magistrates.

Procedures to be followed for mass arrests are situational and dependant on the number of people involved, violence level, geographic location, etc. For example, a large-scale arrest at an illicit drug party in a warehouse may not require the same level of response or number of officers, magistrates and sheriff's personnel as a large-scale arrest in the 1800 block of East Main Street. The Incident Commander should consider the totality of the circumstances when determining needed resources.

The Richmond City Jail shall be the designated detention facility for all arrested persons, unless circumstances dictate the implementation of a field holding site.

### **Booking Procedures**

Sheriff's deputies are responsible for the intake, booking and property receipt of detainees. In the event that the Sheriff's deputies are not available, officers will be assigned to the booking detail, and Forensic services will assist with the C.C.R.E. processing. Each officer will ensure the proper handling of evidence.

### **Juvenile Offenders**

Juveniles may be taken into custody in accordance with the Code of Virginia and the provisions of General Order 6.07 (Juvenile Legal Issues.)

Juveniles shall be:

- Transported separate from adult arrestees.
- Juveniles may be transported with other juveniles of the same sex.
- Taken to a designated holding area separate from adults.
- Either released to a parent/guardian or committed to a juvenile facility in accordance with the Code of Virginia.

### **Transportation**

A prisoner transport vehicle will be utilized for the transportation of detainees. An assisting officer in the prisoner transport vehicle shall complete an Adult Arrest / Juvenile Detention Worksheet with all pertinent information.

A Forensic Services Technician shall take a Polaroid photograph and digital photo of the detainee with the arresting officer, place the right thumb print of the detainee on the rear of the photograph, then staple the photograph to the Adult Arrest / Juvenile Detention Worksheet and provide it to the assisting officer.

Officers will accompany arrestees during transport in sufficient numbers to ensure the safety and security of officers and arrestee(s). The arresting officer shall then release the detainee to the assisting officer and return to duty.

The assisting officer shall then record the required information (name, date, location, arresting officer, and charge) in an arrest log, which is to be maintained in the prisoner van. The officer initiating the arrest shall be responsible for securing warrants.

In situations where an officer has arrested a single individual that is not at the scene where the mass arrests are taking place, the officer should call for a transport vehicle and transport the arrestee to the nearest holding facility or staging area.

### **Detention Facilities**

In the anticipation of mass arrests, the Incident Commander or his designee shall establish a temporary mass arrest lock-up/holding area. When practical, this shall be the Richmond City Jail. Alternative facilities should closely follow the provisions of The Richmond City Jail. This shall include adequate sanitation facilities, water, and constant supervision by the Sheriff's Office or police personnel.

### **Evidence Collection**

Each officer will be responsible for the collection and preservation of physical evidence in accordance with the provisions set forth in General Order 3-12 (Handling Property and Evidence) . The Forensics Unit will be available to assist as necessary.

### **Security**

The temporary mass arrest holding facility shall be controlled by a designated Incident Supervisor and staffed sufficiently by the Richmond Police Department and Richmond Sheriff's Office Personnel to ensure the safety and security of the officers, arrestees and the public. Visitation shall not be permitted in the holding area.

### **Identification**

A Forensic services technician shall take a Polaroid photograph and digital photo of the detainee with the arresting officer and place the right thumb print of the detainee on the rear of the photograph, to ensure proper processing of the arrestee.

NCIC / VCIN and Local checks shall be conducted on each arrestee by either the arresting or assisting officer or a designated officer at the Temporary Holding Facility.

### **Interagency Agreements**

In the event of a large-scale disturbance, the Incident Commander may utilize additional personnel or resources from the Richmond Sheriffs Office or other Law Enforcement Agencies as provided by Mutual Aid Agreement and various mutual aide agreements referred to in the Richmond Police Department Emergency Operations Plan.

### **Defense Counsel Visits**

Visitation for attorneys will not be permitted at temporary holding facilities. Should visitation be required, the detainees will be moved to the Richmond City Jail and visitation arranged through the Richmond Sheriff's Office at the Richmond City Jail.

## **Court & Prosecutorial Liaison**

In anticipation of mass arrests the Chief of Police or Incident Commander will designate an officer as a court and prosecutorial liaison. This officer shall contact appropriate legal assistants, request their presence at the incident scene and maintain liaison with the City Attorney, Magistrate's Office and Sheriff's Office.

## **Public Information Office**

The Incident Commander shall notify a representative from the Public Information Office who will coordinate the release of information to the public in accordance with General Order 7-24 (Public Information Requests) and the provisions of the Richmond Police Department Emergency Operations Plan.

## **Food, Water and Sanitation**

In the event that a holding area other than the Richmond City Lock-Up is utilized, the facility shall include appropriate water and lavatory facilities. Meal provisions are the responsibility of the Richmond Sheriff's Office.

## **Medical Treatment**

Injured officers, demonstrators, and prisoners shall be removed from the scene immediately to prevent the sight of the injury from inciting possible further violence and in order to obtain medical treatment as quickly as possible.

The arresting officer or his designee will transport or cause to be transported injured or sick detainees to the nearest medical facility; medical personnel may treat minor injuries on scene.

## **After Action Review**

The mutually agreed decision to conclude police operations shall rest with Richmond Police Department Incident Commander, in conjunction with the needs of the Sheriff's Department.

Once the incident has concluded, the IC or his/her designee shall complete an After Action Review of the incident. An After Action Report shall be maintained in accordance with the Richmond Police Department Mobilization Plan and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.
- d. Evaluation.
- e. Injuries/deaths sustained by participating agencies.
- f. Roster/man-hours expended.
- g. Index of use of force incidents.
- h. Evidence collection at the scene should be considered in preparation of this report.
- i. Public Information Releases.

## **Tab G: Hurricane Response Annex**

### **Purpose**

This annex outlines the Department's direction and control concepts of operations for the coordination of a Department response to a hurricane or tropical storms focusing on the utilization of the Emergency Operations Plan and the Department's emergency management structure as the basis for the response.

### **Hazard and Vulnerability Analysis**

The following statements define several aspects of the Department's hurricane vulnerabilities:

- Hurricanes has come close enough to produce hurricane or tropical force winds several times a year. Two to three times a century hurricane conditions will produce considerable damage and loss of life.
- The Department recognizes hurricanes and Tropical Storms as a major threat in terms of its emergency planning responsibilities. Hurricanes and Tropical Storms are the most likely catastrophic event to affect the city.

### **Situations and Assumptions**

The following situations and assumptions apply to hurricane planning as they relate to Richmond.

- The Richmond has experienced the effects of many hurricanes/tropical storms and such events can be expected to reoccur in the future.
- Hurricanes and Tropical Storms represent a major threat to the public. The effects of hurricanes and tropical storms include storm surge, rain/urban flooding, tornados, and wind damage. The possible consequences of such an event include loss of life, extensive property damage, damage to infrastructure, and disruption of personal lives, local economy, utilities, and public services.
- The city, based upon its size and available resources, can meet some of the potential consequences of a hurricane. The impacts of a hurricane are such that the city's capabilities could be very easily exceeded and outside assistance could be necessary in order to recover from a storm.
- The response to a hurricane threat may require a consolidated, integrated, and coordinated response requiring the activation of the emergency management organization and the operation of the Emergency Operations Center (EOC).
- Geography, regional road networks, demographics, and tourism must be taken into account when making operational decisions regarding evacuations and sheltering, due to the city's unique characteristics.
- The area is also vulnerable to flooding associated with nor'easters, which can create flooding similar to a hurricane/tropical storm.

### **Assumptions**

- National Weather Service (NWS) warnings will be the primary guidance utilized in the city's planned response to a hurricane threat. The City of Richmond will strive to achieve an appropriate level of response based upon the NWS forecast.

- The city has access to a variety of information from the NWS for the purpose of evaluating the threat of a hurricane, which includes the internet, software programs, conference calls, and direct contacts.
- Warnings do not portray the complete picture of weather situations; rather they define expected and potential parameters of weather conditions. The forecasted conditions, winds, rain, and tidal surge define response requirements.
- The city will apply and localize the National Weather Service warnings.
- The city should be prepared for several days of isolation in the event of a major incident. Outside assistance may take several days to arrive in sufficient quantities to be effective. Depending on the severity of the storm, this period could exceed 72 hours.
- The city will strive to achieve an appropriate level of planning to meet the accepted risks and threats of a hurricane. Total preparation for the effects of a major hurricane would not be practical or economical. The city government and its members will be victims, which will impact response capabilities.
- The city may not be able to provide or maintain emergency public services during or immediately after a storm. The city's response will be curtailed during extreme conditions when conditions warrant the succession of services. Services and infrastructure will be returned to an operational status based upon an established priority.
- The city will ensure that an emergency sheltering capability exists to meet the demands of a potential storm. Although selected shelters are based upon ARC (American Red Cross) criteria, they cannot guarantee complete safety from the effects of wind encountered in a hurricane or tropical storm. The city will depend upon outside agencies to establish a long-term sheltering program after an incident.
- All buildings will be at risk during a hurricane event. Buildings utilized during wind events are sites of relative safety rather than absolute safety.
- Complete and extensive evacuation of the community, due to the threat of a hurricane, is not a practical solution. The city will make evacuation recommendations for the vulnerable areas where there is a life risk. The Governor may grant mandatory evacuation powers. This power may be selectively used in the most vulnerable areas.
- The majority of the city's population should be prepared to ride out the storm in their homes, based upon their vulnerability.
- A regional evacuation would strive to move the maximum number of people from the area. An evacuation would not accommodate all those wishing to evacuate, even if measures were taken to one-way the interstate.
- The city will make evacuation recommendations based upon official forecasts from the National Weather Service. Evacuation recommendations will be aimed at identifying the most vulnerable populations: mobile home parks, tourists, campers, and those living in tidal surge areas. The population should consider proactive evacuation in anticipation of evacuation recommendations.
- The Virginia Hurricane Study data will serve as a benchmark to guide the city's actions and planning. This source is dated and currently under a restudy program.

- The hurricane decision arc methodology will not be used as an absolute or specific guideline for evacuation actions. Intuitive factors must be considered in planning the response to a hurricane threat.
- The response to a major incident may well escalate into a regional and state incident. As such, regional cooperation will be required to successfully meet the challenge of such an event.
- The EOC will be activated and staffed, based upon the scope of the incident.
- Departments are encouraged to establish decentralized operations where practical. Departments will establish policies and procedures for their areas of responsibility to complement this plan.
- Non-tasked Departments may be called upon to provide assistance in nontraditional areas of service.
- A declaration of a local emergency will be considered in advance of actual hurricane conditions, based upon information available. This declaration represents an administrative response to the threat at hand, as well as an indication of the potential risk facing the community.
- The National Emergency Response Plan will be implemented in a major storm. The city should be prepared to interface with the functions identified in this plan and coordinate with the Virginia Department of Emergency Management.
- The public should be prepared to respond and make preparations to survive without government services for several days after a major storm.
- Departments and agencies will determine the appropriate levels of action regarding individual Departmental operations. The Chief Operational Officer will set the city's overall operational status.

### **Concept of Operations**

The following concepts of operation are applied during the management of a hurricane event.

- General Concept of Operations

The Department's response to a hurricane threat is coordinated through the emergency operations plan, a part of the City's overall emergency management organization. The Department has an alert system, which facilitates the coordination and integrates police preparation and response during a hurricane event. Additionally, this system identifies the command and control elements that are executed under a unified command structure. The initial planning and coordination will occur once a credible threat is received. As the threat increases and becomes more specific, alert levels will be increased and the Incident Command Structure expanded to include Command, Operations, Planning, Finance, and Intelligence Sections. Once the Department has elevated to an Alert Level Yellow, coordination meetings and conference calls will be initiated between other public safety agencies within the City to ensure a coordinated response to the emergency.

### **Phases of Emergency Management**

#### **Mitigation**

The Department's overall program of disaster preparedness should include the concept of mitigation to prepare and harden the community against the impact of a hurricane. Flood plain management, building codes, storm water management, and zoning are tools in place to help reduce disaster impacts. The strategies for preparing facilities for disaster conditions are another aspect of mitigation planning.

### **Preparedness**

The nature of hurricanes normally provides some lead-time to provide for logistical arrangements, evacuations of the public and opening emergency shelters, etc. This lead-time, however, is one with a low level of reliability with regards to the probability of actually feeling the effects of a hurricane. However, through training, exercises, and continual vigilance we can be prepared to execute a systematic response to a hurricane when it happens. By routinely participating in tabletop and practical exercises, we are better able to address the conditions and tasks we face during a hurricane event.

### **Response**

Once it is determined that a hurricane is forecast to hit Richmond, the Department will respond to establish and maintain control while utilizing the Incident Command System and the conditions of readiness detailed below.

### **Recovery**

The Department may be required to post officers at area hospitals to assist hospital security, crime scene protection, life safety operations, rescue and recovery, and property protection. Consideration should be given to the use of alternative resources.

Additionally, we must be prepared to face psychological trauma involving citizens, as well as Department members. Therefore, operational readiness and post hurricane strike emergency management must be maintained during this phase to ensure continuity of operations.

### **Conditions of Readiness**

#### **Response Level Green**

No credible risk of a threat to public safety. Routine security is implemented, normal Departmental activities.

#### **Response Level Blue**

A general risk to public safety with no credible threats to specific landfall. Routine security, normal Departmental activities. Review standard operating procedures and emergency plans. Inspect and verify the operational conditions of needed equipment and supplies. Review and update recall list for all members of the Department.

#### **Response Level Yellow**

A predictable or significant possibility of a minor threat to public safety. A period of specific action and preparation anticipating the possibility of increased threat. Actual response will be dictated by credible intelligence developed by National Weather Service, the National Hurricane Center or received from other law enforcement or security components. Department begins to meet and coordinate future activities which may be necessary should more information be developed.

## **Response Level Orange**

Information/intelligence indicating that a serious threat to public safety is imminent. Department mobilization will begin. A modified Incident Command System will be established.

## **Response Level Red**

A major threat to public safety is in progress or has occurred. The Department will be fully mobilized through recall of selected sworn and essential civilian members. Critical infrastructures will be guarded by deployed personnel and a fully expanded Incident Command System will be in place.

## **Incident Command Procedures and Structure**

The Richmond Police Department endorses the Incident Command System as a basis for Departmental response. The ICS is an organizational process for the management of emergencies. The management of the Department during an unusual occurrence such as a hurricane strike/disaster will be built around the ICS structure. All operational components will utilize this system in the management of their responsibilities.

A high degree of coordination between the Police Department, Fire Department, Emergency Medical Services (EMS), and possibly the U.S. Military, may be required in the event of a hurricane. To best facilitate this coordination, the Incident Command System (ICS) shall be implemented as outlined in the Emergency Operations Plan (ICS/NIMS). Special instructions are needed to govern police operations during such incidents in order to ensure a greater degree of operational effectiveness.

## **Operational Periods**

The Department will establish operational periods, which coincide with the current activities to complement planning and operations during the threat. Operational periods will be defined and operational objectives clearly established for each period understanding that should an event occur these plans and period will be fluid and flexible. By establishing operational periods the Department will be able to consider future operational requirements and identify and obtain resources needed to complete the mission. By following this model, the Department will be able to assess the current situation while planning for future events that may occur.

## **Pre-Incident Preparations**

### **A. Review of Incident Plan**

1. The Deputy Chief - Operations shall be responsible for promulgating the Department's plans for responding to large-scale incidents or natural or man-made disasters and for conducting an annual review of said plan. The Deputy Chief - Investigations shall be included in any review and/or revision of this plan. The Deputy Chief - Operations is authorized to delegate this authority for this annual review to any designee.

2. The Deputy Chief - Operations should coordinate planning efforts with other city agencies such as the Richmond Emergency Services (Civil Defense Authority), the Richmond Emergency Medical Services and the Richmond Fire Department in addition to outside law enforcement agencies in concurrent and adjacent jurisdictions. This may be enhanced by the use of mutual aid agreements. A joint review of the City of Richmond Disaster Plan should be conducted at least annually to effect any necessary changes.

3. Provisions should be in the plan to provide for operational readiness; each command should implement plans specific to their responsibilities. Equipment that would be used in the response should be inspected monthly. The plan shall include designation of situation and field commanders and will be accomplished by separate memorandum, which shall be maintained on file in the offices of the Chief of Police, the Deputy Chief - Operations and the Deputy Chief - Investigations. Assignments shall be executed by the Chief of Police and can be revised as necessary.

#### **B. Supplies**

1. Vehicle fuel supplies shall be ordered and all city fuel stations shall be topped off no more than five days prior to hurricane landfall.

2. Each command will ensure that an adequate amount of supplies are in inventory to include: cleaning, first aid, sanitary, roll plastic sheeting, plywood as necessary, screws, nails, batteries and flashlights.

3. During the hurricane season, a five (5) day inventory of these supplies (excluding water) should be maintained. Water will be purchased, or stored, once a hurricane watch is initiated.

4. Each command having a preparedness trailer shall ensure that all items assigned to said trailer have been inventoried, tested and returned. Any missing or defective items shall be reported immediately to the Deputy Chief - Operations.

#### **C. Auxiliary Power**

1. Each command will inspect their generators (installed or portable) to ensure all necessary lubricants; fuels, etc. are available for long-term use.

2. The operation of facility installed units will be checked bi-monthly by placing the command on generator power and ensuring that those outlets, lights, machinery and other equipment known to be connected to this power supply are functional.

3. The operation of portable generator units will also be checked bi-monthly to ensure that the unit and all outlets function properly.

#### **D. Building Protection**

Building Maintenance will supply and install items for the protection of facility doors and windows as per City policy.

#### **Employee Families / Personal Property**

As police personnel are subject to duty during a large-scale incident or a natural or man-made disaster, it is suggested that they make advance plans for being absent from home. In the event of a predicted hurricane, it is the employee's responsibility to monitor the hurricane's approach and make any necessary adjustments. Each employee must recognize the potential for working extended periods beyond normal shifts and should consider the following:

A. Sheltering of immediate family members with other family members, friends or in the City of Richmond Public Safety Respite Centers Annex, (Tab H).

- B. Maintaining supplies in the home (food, cooking equipment, flashlights, batteries, drinking water, etc.)
- C. Securing personal property.

## **Hurricane Preparations**

### **A. Hurricane Watch**

1. Notification - A statement over Department radios and MDT's will be transmitted indicating the City of Richmond has been placed under a HURRICANE WATCH by the National Weather Service. A HURRICANE WATCH indicates that landfall is expected within 36 hours. In addition, DEC will immediately notify the Command Duty Officer, or the highest ranking on-duty supervisor at the time, when a HURRICANE WATCH is declared. Department activities will reflect this level of preparedness. Department members must finalize plans to protect their families and private property. Police Administration will evaluate recall procedures and develop possible plans for procedure implementation.
2. Commands should police all grounds for loose materials, pick up and secure any and all materials that could become flying missiles.
3. Locate, clean and fill all coolers, water jugs and other containers suitable for storing drinking water.
4. Fill all vehicle fuel tanks and check fuel supplies for all gasoline and diesel powered equipment. Ensure that all auxiliary fuel and fuel mix containers are filled.
5. All off-duty officers **MAY BE** placed on STANDBY DUTY and subject to recall. If time or storm conditions warrant, a call back may be instituted by the Deputy Chief – Operations or his designee. If placed on STANDBY DUTY, all off-duty officers will make themselves available for contact by pager and/or telephone and for possible return to duty.
6. All employee emergency contact numbers will be reviewed by supervisors to ensure accuracy.
7. All pertinent information and directives will be issued from the Deputy Chief - Operations Office. This office will also serve as a clearinghouse for information from the field to Administration.
8. It may become an additional responsibility for the Department to assist with public notifications, or to coordinate transportation (via GRTC) to places of refuge for evacuated persons. Notifications of such additional responsibilities will be provided by the Deputy Chief – Operations Office.

### **B. Hurricane Warning**

1. Notification - A statement over Department radios and MDT's will be transmitted indicating the City of Richmond has been placed under a HURRICANE WARNING by the National Weather Service. A HURRICANE WARNING indicates that landfall is expected within 24 hours. In addition, DEC will immediately notify the Command Duty Officer, or the highest ranking on-duty supervisor at the time, when a HURRICANE WARNING is declared. Conditions can be upgraded rapidly based upon many factors. Department activities will reflect this level of preparedness.

The following Hurricane Condition Status' are provided to better determine the operational level under which the Department will operate:

Response Level **BLUE** Approximately seventy-two (72) hours or more before a possible landfall or significant hurricane effects on the city. Possible wind speeds/gusts up to 55 mph; no call back anticipated; leave may be canceled; no change in response procedures; little storm damage expected.

Response Level **YELLOW** Approximately thirty-six (36) hours or more before a possible landfall or significant hurricane effects on the city. Possible wind speeds/gusts up to 80 mph; possible call back anticipated; leave may be canceled; response procedures altered; minor storm damage expected (Category 1-2 storm). Employees prepare facilities and themselves for potential hold over.

Response Level **ORANGE** Approximately twenty-four (24) hours or more before a possible landfall or significant hurricane effects on the city. Possible wind speeds/gusts up to 90 mph; partial to total call back expected; leave canceled; response procedures altered; major storm damage expected (Category 2-3 storm). Installation of facilities' security equipment completed.

Response Level **RED** Approximately twenty-four (24) hours or LESS before a possible landfall. Possible wind speeds/gusts to 100 mph; **TOTAL CALL BACK** anticipated; response procedures altered; catastrophic damage expected (Category 4-5 storm).

1. All leave scheduled for seventy-two (72) hours after the area is placed under a HURRICANE WARNING may be canceled. Employees with prior approved leave must contact their command to determine if their leave will be canceled. The Commanding Officer of the employee may waive the cancellation of leave in cases of personal hardship.

2. All Department supervisors should contact their subordinates and advise them of the storm status and possible condition upgrade. Out of town officers are responsible for contacting their supervisor or command for Departmental status. Preparations for recall of officers should be completed.

### **C. Facility Preparations**

Command personnel are to evaluate particular needs for storm security. Upon the issuance of a HURRICANE WARNING, on-duty personnel and/or Building Maintenance personnel will accomplish the following:

1. Secure all windows utilizing preassembled materials.
2. If on-duty employees are to remain in the facility during the storm, they should arrange to purchase personal, non-perishable, non-cooking required food supplies adequate for at least 72 to 96 hours.
3. Ensure all coolers, water jugs and other available water containers are filled with clean drinking water.
4. Prepare/secure any and all items that are peculiar to the individual facility against wind and/or water damage. Electronic equipment should be protected by covering with plastic wrap and moving it to the highest point possible.
5. Evacuation of particular police facilities will be determined by the on duty commanders of the facilities, and this information will be forwarded to the Chief of Police, or the on duty Deputy Chief, for approval.
6. Each command should maintain an up-to-date telephone and pager number listing for their assigned personnel. The list will be accessible to any supervisor.

#### D. Staffing

1. Allow adequate time for all personnel to prepare their families and property for the emergency situation while maintaining proper staffing levels at the facilities.
2. Allow for the relief of personnel that have been on duty for extended periods of time.
3. Employees assigned to restricted duty positions are expected to contact their current status supervisor for direction and assignment.
4. Maintain adequate staffing levels as determined by the Chief of Police or on duty Deputy Chief. Depending on the severity of the approaching storm, personnel may need to be recalled to duty to augment on-duty forces or allow duty personnel to be relieved to prepare their families and property.

It is the responsibility of every Department member to monitor storm development during hurricane season. When authorities have determined that our area should monitor a storm's progress, Department members should immediately prepare for the possibility of the storm's influence upon the area in the days to come.

Police Administration will constantly monitor the storm approach. Final determination for CALL BACK will be made prior to twenty-four (24) hours of the storm striking the city. If some employees are not called back by that time, they should periodically contact their supervisor or command following the storm's departure to better determine their need/ability to return to duty.

4. Work schedules may be altered to meet operational needs. It should be anticipated that a 12/12 shift rotation will be implemented (See Mobilization Plan). If this action is taken, appropriate rest/sleep activities must be supported.

**E. Duties of Deputy Chief - Operations** - The Deputy Chief - Operations will ensure that close contact is maintained with Emergency Management and Fire Administration. This information is to be exchanged with all field personnel to ensure all persons are prepared for the approach of the storm.

**F. Duties of Deputy Chief - Investigations** - The Deputy Chief - Investigations will share command responsibilities with the Deputy Chief - Operations should the Department implement a 12/12 shift rotation.

**G. Duties of Captains** - Each Captain is responsible for ensuring accurate record keeping throughout the emergency for his/her command, ensuring command operations and personnel are sufficient and maintaining an up-to-date contact list for all assigned personnel. Each Captain will stay in contact with the Emergency Operations Center (EOC) using Department issued radios, pagers and cellular telephones.

**H. Duties of Lieutenants** - Each Lieutenant is responsible for ensuring accurate record keeping throughout the emergency for his/her assigned personnel, ensuring command operations and personnel are sufficient and maintaining an up-to-date contact list for all assigned personnel. Each Lieutenant will stay in contact using Department issued pagers and cellular telephones.

**I. Duties of Sergeants** - Each Sergeant is responsible for ensuring accurate record keeping throughout the emergency for his/her assigned personnel, ensuring command operations and personnel are sufficient and maintaining an up-to-date contact list for all assigned personnel. Each Sergeant will stay in contact using Department issued pagers and cellular telephones.

**J. Duties of Master Police Officers / Police Officers** - Upon announcement of a Hurricane Watch, all off-duty personnel will take the necessary precautions to protect their families and property as quickly as possible. As soon as possible thereafter, they will notify their supervisor or their command of their availability.

In all cases, the next on-duty shift will be subject to call back. If conditions warrant, on duty personnel may be provided an opportunity to be relieved to secure homes and family. As relief personnel arrive, the command lieutenant may release on-duty personnel to attend to their families/property for no more than one, six (6) hour period. The command sergeant will enter the names and reporting time of relief personnel into a log.

Unless otherwise directed, the on-duty shift will return to their assigned command after providing for their families/property.

After a hurricane, all off duty personnel will make every reasonable effort to advise their immediate supervisor or command of their availability to report for work.

**K. Personal Items** - Personnel reporting for duty during hurricane conditions are subject to remain on duty for extended periods of time. In addition to protective clothing and required uniforms, personnel should report for duty with a sufficient quantity of nonperishable food, clothing and personal hygiene items to sustain them for a minimum of 72 to 96 hours.

### **Hurricane Operations**

**A. Mission** - During such times as actual hurricane conditions exist, every attempt will be made by the Police Department to continue its primary mission of protecting the lives and property of citizens of Richmond. It should be remembered that police personnel are subject to the same limitations as are members of the public. All attempts to deliver police services to the public during hurricane conditions should be tempered by safety concerns.

**B. Police Facilities as Shelters - Police facilities are not designated Hurricane Shelters.** No authorization will be granted to any citizen or family member to obtain shelter in a police facility without the permission of the Chief of Police or on duty Deputy Chief. Temporary shelter in a police facility may be authorized if, in the opinion of the officer in charge of the facility, refusal to grant refuge in the facility would place the individual(s) in jeopardy. Should this occur, the Chief of Police, or on duty Deputy Chief, will be notified. At the earliest, safe opportunity, the individuals will be relocated to an appropriate shelter.

**C. Response Limitations** - Upon the approach of the hurricane, all police responses will cease when SUSTAINED winds reach 55 mph for the Richmond area. Due to the condition variations found throughout the City, these response cancellations will be at the direction of the Commanding Officer of the individual precincts, and communicated to field personnel via radio and/or MDT. These responses may resume following the storm passing when sustained winds are below 55 mph, and at the direction of the Commanding Officer of the individual precinct.

### **Post Hurricane Operations**

After a hurricane has passed, post-hurricane operations will begin as follows:

- 1. Accountability of Personnel** - Commands will take an accounting of all personnel on duty. Prompt medical care will be provided as needed.
- 2. Inspection of Facilities** - Commands will inspect facilities, vehicles and grounds for damage, check for downed wires or other unsafe conditions, and remove obstructions (other than downed wires) if possible, that may hamper

emergency responses. Advise Police Operations at the Emergency Operations Center (EOC) of the condition of personnel, vehicles and facility. Notify DEC on the commands availability to respond to calls for service.

3. **Radio Communications** - The main 800 MHZ base station radios will be tested to determine the capability of the system. Following this, portable radios will be checked on Channel 16 to determine the ability to relay information if the 800 MHZ frequency is down. Strict radio discipline **must** be maintained.

4. **Telephone** - The telephone system (both land-line and cellular) must be tested immediately following the passing of the storm. If the systems are operational, they are to be used for emergency communications only.

5. **Survey** - Conduct a survey of the immediate area surrounding the facility and report to the command. Following this, conduct a survey of the main arterial roadways in the command. Advise Police Operations at the Emergency Operations Center (EOC) and DEC of the need for Public Works personnel, Highways personnel and Dominion Virginia Power personnel. The **priority** will be Life Safety needs first followed by Municipal Services.

6. **Health Facility / Place of Assembly / Shelters Survey** - One of the first priorities for police personnel following the passing of the storm is to travel to all known locations where large numbers of people are concentrated to determine conditions. Status will be forwarded to the command and to Police Operations at the Emergency Operations Center (EOC).

7. **Curfew** - A curfew may be enacted (a) after the Governor declares a State of Emergency [State Code §44-146.17], and (b) this curfew is ordered by the Mayor or his designee. Violators would be charged with a violation of Curfews after declarations of emergency [City Code §23-2.1 (d)], which is a Class I, misdemeanor.

8. **Evacuations** - Localities may not mandate an evacuation unless the evacuation is mandated in the Governor's Declaration of Emergency. Violators would be charged with a Violation of an Executive Order [State Code §44-146.17], which is a Class I, misdemeanor.

9. **Business Closings** - Localities may not mandate the closing of private businesses; however, they should be advised in writing, of the request to close.

10. **Field Operations** - Storm Conditions may have created road conditions that would severely hamper response to calls for service; operational decisions must reflect this probability. Responses to life-threatening calls for service take priority. During the early period after the storm, efforts must focus on providing the most assistance to the most number of people. Decisions must reflect this objective.

11. **Relief of Personnel** - As conditions permit, appropriate personnel will be released from duty. The order will be initiated by the on duty Incident Commander. Commands will ensure adequate staffing, which may delay the release of personnel.

12. **Normal Status** - As the emergency diminishes and conditions warrant, the Chief of Police, or on duty Deputy Chief or Incident Commander, will determine when to return to normal operations.

### **Command Post Guidelines**

The Emergency Operations Plan (ICS/NIMS) provides guidelines to ensure the establishment of a command post in the event of an unusual occurrence such as a hurricane.

### **Mass Arrests**

Support Annex 3, Tab F: Mass Arrests - sets forth guidelines for handling mass arrests during an unusual occurrence such as a hurricane.

### **Counter and Prevent Criminal Actions**

Support Annex 2, Mobilization Plan - provides a comprehensive plan of action to counter and to prevent criminal action directed towards the disruption of essential public services within the City of Richmond. Such a plan could be activated in the event of looting during a hurricane or similar Unusual occurrence.

### **Mutual Aid**

General Order 1-11 (Cooperative Functions with Other Law Enforcement Agencies) establishes guidelines for rendering to or receiving aid from adjacent or concurrent law enforcement agencies.

### **Staffing Emergency Operations Center**

Support Annex 10, Tab A: Emergency Operations Center - provides for adequate police staffing of the Emergency Operations Center under emergency or disaster conditions, during which time the City Manager exercises direction and control from the center with the support of key city officials and representatives from various city Departments.

### **Search and Rescue Efforts**

The Search and Rescue Management Field Guide establishes guidelines to be used in the event of a search effort that would exhaust the supply of readily available police personnel and where immediate and coordinated efforts are necessary to ensure the public safety.

### **After Action Review (AAR)**

Once the incident has concluded, the IC will debrief the event with the appropriate personnel and the IC or his designee will submit an After Action Report, which will document problems encountered, training needs identified and any other pertinent information associated with the operation. An After Action Report shall be maintained in accordance with the Richmond Police Department Emergency Operations Plan (ICS/NIMS) and shall document the following as applicable:

- a. Synopsis of incident.
- b. Resources/equipment required.
- c. Strategies/tactics employed.
- d. Evaluation.
- e. Injuries/deaths sustained by participating agencies.
- f. Roster/man-hours expended.
- g. Index of use of force incidents
- h. Public Information Releases.

### **Tab H: Public Safety Respite Centers Annex**

#### **Purpose**

Emergency Operations Plan  
General Order 10-1  
04/20/2010

The purpose of this document is to enhance our emergency preparedness by establishing procedural guidelines and protocols to support our public safety personnel and their immediate family members during natural and manmade events. In partnership with the Richmond School system, this document outlines the City of Richmond's plan for activation and utilization of two respite centers for public safety personnel. In addition to providing respite centers for employees, these centers will support logistical operations and serve as short-term temporary shelter facilities for immediate family members of public safety personnel.

### Situations

Part of planning for events requires an understanding that all public safety personnel must continually provide services to the citizens we serve during all stages of natural or manmade events. As part of this function, it is critical that public safety agencies provide public safety employees facilities that afford them protection from harm in the height of an event and locations to rest between assignments and shifts. It is equally critical to operations to have logistical operations and to provide temporary shelter facilities for immediate family members of public safety personnel who have not evacuated prior to the event. It is vital that employees recognize that all locations serving as shelters, particularly in hurricane situations, are subject to conditions that may result in damage to the structure and risk of personal injury. With this in mind, public safety members primary planning with regard to their families should be to ensure that they evacuate the area. This temporary shelter is being provided in the event that evacuation is impossible. Under an agreement between the City of Richmond, VCU and Ramsey United Methodist Church, there are eight facilities for utilization for the stated purposes during these events. The activation and operation of these facilities will be addressed in the latter part of this document.

SHELTER	ADDRESS	SPECIAL DESIGNATIONS
Arthur Ashe Center Evacuation Capacity 1,940 Post Capacity 970	3017 North Boulevard	North Shelter  Agreement
Richmond Coliseum Evacuation Capacity 1,750 Post Capacity 875	601 East Leigh Street	North Shelter  Agreement
Ramsey United Methodist Church Evacuation Capacity 368	5900 Hull Street Road	Private Property  Agreement
Landmark Evacuation Capacity 1,000 <b>Evacuation ONLY,</b> No Post Capacity	6 North Laurel Street	Private Property  Agreement
VCU Siegel Center Evacuation Capacity 2,500 Post Capacity 1,250	1200 West Broad Street	State Property  Agreement
VCU/Cary Street Gym	911 West Cary Street	State Property Identified

Evacuation Capacity 896 Post Capacity 448		
VCU/Franklin Street Gym Evacuation Capacity 1,044 Post Capacity 522	817 West Franklin Street	State Property Identified
MCV Recreation Center Evacuation Capacity 842 Post Capacity 421	10 <sup>th</sup> and Turpin Streets	State Property Identified

### Center Operational Issues

Once opened, these centers will serve as a respite center for public safety personnel, logistical operations, and temporary sheltering for Richmond public safety personnel and their immediate family members.

In order to utilize this center, immediate family members must complete a hold harmless agreement, which will be provided at the center location.

Immediate family members shall be defined as:

1. The employees spouse and children
2. Relatives of the employee who are living with the employee

This center is not capable of providing services for anyone with any medical issue requiring care. It is highly recommended that family members needing medical care evacuate the area. No provisions have been made for the care or sheltering of pets or other animals at this center. As this is a temporary facility, food service is not being provided at this center, therefore, each person must ensure that they bring enough food and water to last for a minimum of 72 hours. In the event that the incident requires a longer-term solution (exceeds 72 hours), the EOC can be contacted and a request submitted for inclusion into planning with the Red Cross mobile food service. The logistical officer, with the approval of the center supervisor, must make this request.

### Logistical Planning

The designated centers can be used for the stated purpose during an emergency, e.g. hurricanes, floods, ice/snow storms, terrorist attacks, biohazards incidents, etc. The purpose of this section of this document is to outline the roles and responsibilities of emergency center staff.

The opening and closing of these centers, when needed, shall coincide with the opening and closing of public shelters in the City of Richmond. In the event that additional time is needed, prior approval from the City of Richmond, VCU and Ramsey Methodist Church will be sought.

### Police Department Responsibilities

## **Staffing**

At least two officers are to be on site and on duty at each center from opening to closing. These officers will be serving in a security function. In addition to internal security, these officers shall patrol outside (when feasible) the building on a regular basis. Other center staff shall report problems in a timely manner to the security officer.

Each Public Safety Respite Center will require a minimum of two teams of four Officers/Employees to operate.

Team #1 Sergeant

3 Officers or Approved Support Personnel

Team #2 Sergeant

3 Officers or Approved Support Personnel

The Officers on each team involved in this endeavor would have specific jobs such as:

1. Center Supervisor (Sergeant)
2. Security Officer
3. Safety Officer
4. Logistics Officer

## **Center Supervisor**

The responsibilities of this assignment include:

1. Meet with the facility personnel to open the center.
2. Advising others of the designated areas authorized for use by center guests and staff.
3. Establishing an inventory of items in areas of building designated for center use.
4. Verify the physical condition of areas designated for center use.
5. Coordinate relocation of equipment as needed.
6. Provide recreational areas/activities (Television, DVD player, etc.), if practical.
7. Inspect the building daily and maintain a list of damages to be reported to the facility maintenance.
8. Contact facility personnel to close center.
9. Inspect building after closing to determine if there is any damage or missing equipment.
10. Write a debriefing report of shelter operations.

## **Security Officer**

The responsibilities of this assignment include:

1. Maintain a secure facility utilizing any personnel assigned to the center outside the team (i.e. people staying at the center and volunteering to help out).
2. Inspect the building during the incident for structural safety and integrity and report findings to the center supervisor.
3. Safeguard the occupants from intruders and mediate any disputes occurring in the center.

## **Safety Officer**

The responsibilities of this assignment include:

1. Ensuring that all immediate family members have completed and submitted a hold harmless agreement. The safety officer will maintain these documents until the conclusion of the event. At the conclusion of the event, The Services Division will maintain them for a period of three years.
2. Monitoring the coming and going of the occupants of the center utilizing a logging and ID bracelet system for occupant accountability and control.
3. The Safety Officer will ensure that all occupants/staff have signed in to the center and sign out at closing. This function includes maintaining a daily count of people in the center.
4. The Safety Officer will monitor communication systems to assure that the center has contact with the EOC and other public safety services.
5. The Safety Officer may utilize volunteers from the center to help in the safety mission.
6. Ensure shelter occupants know the "Shelter Rules" that are set in place. Set "lights out" time for sleeping area. Designate areas for elderly and/or small children if needed.

## **Logistics Officer**

The responsibilities of this assignment include:

1. Prepare and provide a safe room to store police officers gear to safeguard family members children from playing with and subsequently getting hurt from equipment.
2. Monitor the types of food items brought into the center by the occupants and will utilize a system to mark occupants food that needs to be refrigerated.
3. Keep a record of all food served and products used by others, excluding the individual occupants use of their own supplies.
4. Check to ensure that every family that is assigned to the center has at least three days of food for their individual family - preferable food that does not need to be cooked. Meals and snacks are not provided by any food service. Guests must provide their own food and snacks. Special dietary needs must be met by the individual families and not by the center or Red Cross.
5. In the case that food is provided by the city or a city vendor the Logistics Officer will oversee that operation.
6. The Logistics Officer will also oversee the operation of the electric generator at the facility.

## **Other Important Information**

Red Cross requires that 15 Sq. Ft. per person be provided for 1-3 day short term stays. For sheltering term between 3-7 days the space requirement is 20 Sq Ft. If 7 days or longer the space requirements are 40 Sq. Ft of sleeping space

per person When sustained wind speeds reach 50+ mph, Red Cross recommends moving occupants to interior halls due to the large roof expanses in gyms.

### **Potential Work Staff**

The Bureau of Animal Control could provide some people to provide services in the center if needed. Logistics Officer recommends utilization of personnel from the following units if practical:

Property and Evidence  
Crime Prevention Unit  
RCERT (Volunteers for the City)

## **Tab I: Pandemic Bird Flu Response Annex**

### **Purpose**

This annex outlines the Department's direction and control concepts of operations for the coordination of a response to a Pandemic Bird Flu epidemic.

### **Hazard and Vulnerability Analysis**

The Centers for Disease Control and Prevention (CDC) characterizes a bird flu pandemic as the emergence of a virus for which most people have little or no immunity, causes serious illness, and then spreads easily person-to-person.

Public health emergencies such as a pandemic pose unique challenges for the Department. These challenges will vary depending on the level of the pandemic and necessity for quick coordination while minimizing the potential risks to department personnel. Depending on the threat, the Department's role may include enforcing public health orders (e.g., quarantines or travel restrictions), securing the perimeter of contaminated areas, securing health care facilities, controlling crowds, investigating scenes of bird flu deaths, and protecting stockpiles of vaccines or other medicines.

A pandemic could quickly overwhelm Department resources. Department officials will need to balance their resources and efforts between these new responsibilities and everyday service demands. This may have to be accomplished with a greatly diminished workforce as Department members and their families become infected and ill.

This Annex will provide Department guidelines for the following in the event of a Bird Flu outbreak:

- Preparing the Department (maintaining operational continuity)
- Protecting Department members
- Protecting the community

The CDC states that a pandemic may come and go in waves (lasting 6-8 weeks each, perhaps longer), which could lead to high levels of illness, death, social disruption, and economic loss. The death toll from the 1968-69 flu pandemic was more than 700,000 worldwide.

### **Situations and Assumptions**

The following situations and assumptions apply to Pandemic Bird Flu planning as they relate to Richmond and the Richmond Police Department.

### **Assumptions**

- The Commonwealth of Virginia Public Health Pandemic Flu Operations Plans will serve to identify and promulgate the outbreak of a bird flu pandemic.
- The Commonwealth of Virginia has various Public Health laws and regulations that will be applicable in a public Pandemic Bird Flu health emergency.
- The Department of Health will be the lead agency for overall state and/or citywide Pandemic Bird Flu coordination.
- The City of Richmond and Police Department's Emergency Operations Plans will serve as the guiding resource for the Department's actions and planning.
- All sworn and ancillary department members have been provided personal protective equipment (PPE) equipment and these members have been trained in their use and have them readily available for use.
- In the event of a Pandemic Bird Flu outbreak, the Department will mobilize resources using the Incident Management System as described in the Department's Emergency Operations Plan.
- The Department may be called upon to assist other government agencies and private business to provide assistance in non-traditional police roles such as transporting patients, providing security at health care facilities, and enforcement of quarantine court orders.
- Due to the potential for bird flu outbreaks effecting Department personnel, contingencies will be made for alternative places of work and working hours. This will be done in coordination with the Department of Human Resources policies and procedures.
- The Office of the Medical Examiner has determined that deaths as a result of a bird flu are classified as natural causes.

### **Concepts of Operations**

The Department's response to a pandemic bird flu outbreak will be coordinated through the City and Department's emergency operations plans and emergency management organization. The Department has an alert system, which facilitates the coordination and integrates Police Department preparation, prevention, and response to a pandemic bird flu outbreak. This system identifies the command and control elements that are executed under a unified command structure. As the event increases or decreases in size and scope, the Incident Command structure will increase to include all components or the ICS command, or decrease in scope as the Incident Commander dictates.

### **Phases of Emergency Management**

#### **Prevention**

There will be an initial warning system in place of an impending pandemic bird flu outbreak. This information will be provided by the Virginia Department of Health.

Appropriate vaccines will be provided to sworn personnel in accordance with criteria established by the Virginia Department of Health.

#### Preparedness

Infection control in the workplace will focus keeping workers away while they are infectious and promoting respiratory hygiene/cough etiquette and hand hygiene, as with any respiratory infection.

Determine potential absenteeism in the workplace and utilize City Policy to determine essential and nonessential personnel.

Utilize city policies for determining appropriate conditions for:

- Sick-leave and return to work
- flexible worksite (telecommuting) and work hours (staggered shifts)
- preventing spread in the workplace (hand hygiene, cough etiquette)
- restricting travel, meetings outside the office
- communications

City policies and communications alerts enunciated in the EOP will be used to disseminate information to employees.

The Richmond Department of Health will provide training and annual updates on isolation and quarantine procedures, the use of personal protective equipment, prevention of disease transmission, and appropriate documentation methods.

#### Response

##### Isolation and Quarantine

Virginia's *Isolation and Quarantine Guide for Communicable Diseases of Public Health Threat*. This document provides specific, detailed guidance on the implementation of isolation or quarantine for individuals and groups, including the use of voluntary or involuntary methods, under the *Code of Virginia* and Virginia's *Regulations for Disease Reporting and Control*. In addition, it provides resources (forms, information sheets, sample letters) for use in streamlining the implementation of these control measures.

A wide-range of legal issues pervades much of what occurs during the planning and response to a Bird Flu Pandemic. The Department will work closely with the City Attorney's Office to ensure coordinate between the Department of Health and the Police Department in regards to quarantine orders and the enforcement of those orders.

The Health Department Director, or her designee, will serve as the Health Department Liaison to this Department.

In coordination with the Sheriff's Office, the Police Department will serve as the lead agency and assist in the serving and enforcement of Court orders of isolation, quarantine or emergency detention orders. The Department of Health will not issue large-scale isolation, quarantine or emergency detention orders without first consulting with the Police Department and Sheriff's Office.

The Department of Health will identify a facility to hold those who have been ordered by the court to be quarantined. The Department of Health will consult with the Police Department regarding guarding those quarantined. The Department of Health will, whenever possible, include in quarantine court orders that a guard from the Sheriff's Office is required.

The Animal Control Bureau will be responsible for the removal and care of domestic animals for those who are quarantined outside of their primary residence. The Animal Control Bureau will make every effort to place the animal(s) in the care of a responsible party designated by the owner(s) of the animal(s). If the Animal Control Bureau determines that the animal(s) require quarantine or care, that priority takes precedence.

#### Resources

*The Role of Law Enforcement in Public Health Emergencies: Special Considerations for an All-Hazards Approach* (September 2006). DOJ: Office of Justice Programs' Bureau of Justice Assistance (BJA) and Police Executive Research Forum (PERF)

*Emergency Operations Plan Pandemic Influenza Draft* (March 2006). Virginia Department of Health  
*Isolation and Quarantine Plan for Communicable Diseases of Public Health Threat.*

#### **Support Annex - 4: Virginia State Code & Virginia Department of Health Code**

Tab A: Code of Virginia Sections 15.2-1727, 15.2-1728, 15.2-1729, 15.2-1730 Mutual Aid Agreements

Tab B: Code of Virginia Sections 18.2-406, 18.2-407 - Unlawful assemblies

Tab C: Code of Virginia Title 32.1 Health Chapter 2 Disease Prevention and Control Sections 32.1-40 through 32.1-48.4

Tab D: Code of Virginia Title 44 - Military and Emergency Laws Chapter 3.2 Emergency Services and Disaster Laws

Tab E: Virginia State Board of Health, Regulations for Disease Reporting and Control Section IV

#### **Support Annex 5 - Mutual Aid Agreements:**

##### **Tab A: Federal Agencies**

- ATF Firearms Tracking Task Force
- ATF Project Exile Task Force
- DEA Task Force
- FBI Cost Reimbursement
- FBI Richmond Joint Terrorism Task Force MOU
- FBI Richmond Joint Terrorism Task Force Cost Reimbursement
- FBI VICAP
- ICE Reimbursement
- Secret Service
- Secret Service Richmond Financial Crimes Task Force
- Fugitive Task Force
- RAVE Task Force

## **Tab B: Other Local Agencies**

- Chesterfield Police Department
- Henrico Police Department
- Virginia State Police
- Henrico SWAT
- Virginia State Police Canine
- Virginia State Police Aviation Unit
- Henrico Police Aviation Unit
- Henrico 800 Mhz Communications
- Chesterfield 800 MHz Communications
- VCU Police Department
- Richmond Sheriff 800 MHz Communications

## **Tab C: Miscellaneous Agreements**

- RBHA
- Richmond Probation and Parole
- CALEA
- Child Savers
- Commonwealth Attorney
- Fire Department EMS
- Fire Marshals Office
- Mounted Patrol - Friends of the Mounted Patrol Lease
- Occupational Health
- Public Works Automotive Service
- Samaritan House
- Social Services
- Social Services Sex Abuse
- Richmond Public Schools
- Richmond Sheriff's Office
- Richmond SPCA
- Richmond Animal Control
- Commonwealth Attorney Victim Witness
- Virginia Compensation Board
- Virginia State Police Acquisition of Military or Automatic Weapons
- Virginia State Police VCIN
- Virginia State Police VNPI

## **Tab D: DCJS Supplemental Emergency Assistance Supplemental Emergency Assistance For Local Law Enforcement Agencies**

### **Purpose**

In the course of a major incident or extended emergency operations, local law enforcement agencies may need supplemental resources to ensure the continued safety and security of their respective communities. We realize that departments across the state daily make effective use of external resources to accomplish their mission and we have

no intention of modifying such existing procedures in this document. Our objective is to provide law enforcement leaders with a concise reference for other sources of assistance during major disaster or emergency operations.

In the event of an emergency, the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance when there are victims as defined in Virginia Code Section 19.2-11.01.

### **Mutual Aid Agreements**

Many of the Commonwealth's law enforcement agencies have current agreements with adjoining jurisdictions or state agencies that provide the most likely choice for short-term assistance during incidents that do not have a wide regional impact. We encourage these mutual aid agreements and offer training in their construction as well as sample agreements.

### **Nearby State Assets**

Short-term emergency assistance may also be available by directly contacting state agencies located within or nearby your jurisdiction having sworn police officers such as the Departments of State Police, Game and Inland Fisheries, Alcoholic Beverage Control, Motor Vehicles, and Conservation and Recreation, the Richmond Port Authority, the Virginia State Capitol Police, or colleges and universities.

### **Tactical Communications**

Two sources within the Commonwealth for significant tactical communications available for deployment include:

#### ***Virginia State Police***

- Three mobile command posts in Northern, Central, and Western Virginia that can be en route to an incident within two hours to create tactical interoperability.
- Fifteen radios at each of the seven division locations that can be deployed to on scene to the incident management team and establish some tactical interoperability radio communications.
- Eight Incident Commander's Radio Interface (ICRI) units that can allow up to five public safety agencies to achieve radio interoperability. The ICRI units can also be linked together to increase this number to ten radios. These units can operate on battery power (24 hours on eight "AA" batteries) or an AC power source. A VSP radio technician is usually deployed with these units to provide on scene support.

To request tactical interoperability solutions from the Virginia State Police call (804) 674-2176 during normal business hours. After hours, contact the duty sergeant at (804) 674-2000.

#### ***Virginia Department of Emergency Management***

- One mobile command post and one communications trailer located in the Richmond region that contain VHF High band, Very High Frequency (VHF) low band, Ultra High Frequency (UHF), VSP radio, VHF Marine, VHF Aircraft, Civil Air Patrol, cell phone, satellite communication capabilities, and the ACU-1000 Interoperability Communication System. The latter is capable of interconnecting diverse radio, telephone, and cellular units to allow multi-agency communication.

These assets can be deployed within two hours of notification.

Two portable 60-foot communications towers and one portable 75-foot tower located in the Richmond area; the 60 foot towers have shelters for equipment mounted on trailers and generators, the 75 foot tower does not have shelter or generator onboard. The towers can strengthen a repeater's signal to increase the communication footprint at an incident.

Two briefcase satellite phones.

To request these resources or other communications assets contact the Virginia Emergency Operations Center at (804) 674-2400 or (800) 468-8892.

### **Governor's Declaration of a State of Emergency**

Any incident of the magnitude requiring assistance from the remaining resources described herein would likely result in the Governor's Declaration of a State of Emergency, necessary for the sum sufficient funding of local and state disaster operations within the Commonwealth. The process to achieve a verbal declaration requires only minutes once all required information is available to the Virginia Emergency Operations Center.

### **Virginia Emergency Operations Center**

The Virginia Emergency Operations Center (VEOC), operational 24/7 and able to make contact with all appropriate decision making authorities, is the central and most efficient portal to submit requests for assistance during major disasters or emergencies. The Center's Resource Management Staff has identified sources for dozens of items likely to be required during emergency operations and is able to quickly determine the availability and delivery time for each. The VEOC may be reached at (804) 674-2400 or toll free (800) 468-8892. We strongly suggest all requests for assistance, during large scale emergencies or those events resulting in a Governor's Declaration of a State of Emergency, flow through your emergency coordinator who has access to secure means of communication with the VEOC and has the responsibility to coordinate all resource requests for his or her jurisdiction.

### **Virginia State Police**

The Department can deploy as many as [REDACTED] Troopers to be on the scene of a major incident within two hours and approximately [REDACTED] Troopers could be available within five hours. These assets, though self supporting, may not always be available for extended response operations. A wide range of other resources, from rotary and fixed wing aircraft to mobile command posts, may also be requested in support of local law enforcement operations. You may contact the Superintendent of State Police 24 hours a day at (804) 674-2000 or through the nearest State Police office; however, during major emergencies, we suggest this be done concurrently with contacting the Virginia Emergency Operations Center.

### **Other State Law Enforcement Agencies**

The Superintendent of State Police will consult with the respective Sheriff or Chief of Police to determine if sworn personnel of other state agencies are required to complement local and State Police forces and if needed, will coordinate with the appropriate state agency head to authorize the use of these resources.

### **Virginia National Guard**

The Virginia National Guard may be called to active duty only by the Governor, customarily through the Declaration of a State of Emergency. The Superintendent of State Police will consult with the respective Sheriff or Chief of Police to determine if the National Guard is required to complement local and State Police forces and if needed, will coordinate with the Adjutant General to authorize the use of these resources.

### **Statewide Mutual Aid**

The Statewide Mutual Aid (SMA) Program was developed to assist cities and counties to more quickly and efficiently provide assistance to each other in response to a major disaster. Common implementation procedures have been established and potentially problematic issues (such as those relating to insurance, liability coverage, law enforcement powers, and reimbursement) have been resolved in advance. The program, designed in cooperation with the Virginia Association of Chiefs of Police and the Virginia Sheriffs' Association, has been adopted by each of the Commonwealth's counties and cities as well as the five eligible Towns of Chincoteague, Christiansburg, Farmville, South Boston, and Vinton.

The SMA program does not interfere with day-to-day agreements among nearby localities or other state agency sponsored mutual aid arrangements already in place. Unique among internal sources of assistance, the SMA Program can provide expertise, personnel, equipment or other resources that mirror the structure of the requesting jurisdiction. The support provided may be tailored in any manner agreed upon by both parties involved.

Although intended primarily for major disasters due to the potentially high costs involved, there is sufficient flexibility for SMA to be implemented for smaller events as well. Major disasters are usually characterized by both state and federal declarations of emergency that increase the likelihood of reimbursement to the requesting jurisdiction. Requests for assistance under the SMA Program may be made only by your Director of Emergency Management or representative authorized in writing specifically for purposes of Statewide Mutual Aid. Requests may be made directly to another local government or through the Virginia Emergency Operations Center. In the latter case, the VEOC staff will identify and make initial contact with a jurisdiction willing to provide the requested resources. The assisting jurisdiction must telephonically advise the requesting jurisdiction, within two hours of receipt of the request, the extent of assistance that can be provided. SMA Program details are available at [www.vaemergency.com/programs/sma/index.cfm](http://www.vaemergency.com/programs/sma/index.cfm).

### **Emergency Management Assistance Compact**

The Emergency Management Assistance Compact (EMAC), established in 1996, is the cornerstone of interstate partnership and mutual aid. Each of the 50 states, the District of Columbia, Puerto Rico and the Virgin Islands has enacted legislation to become members of the Compact. During the response to Hurricanes Katrina and Rita, more than 6,880 sheriff's deputies and police officers from 35 states and countless local jurisdictions provided law enforcement support across Louisiana and Mississippi - a total of 35% of all of EMAC resources deployed. EMAC is similar to the Statewide Mutual Aid Program in that any kind of resource may be requested and tailored in a manner agreed upon by both parties involved and common procedural issues have been addressed; however, all requests for assistance must be submitted through the Virginia Emergency Operations Center. Reimbursement to assisting states is provided by the requesting state. Recent legislation passed by the Virginia General Assembly would authorize the Governor to reimburse state agencies and local governments that provide emergency aid to other states. EMAC details are available at [www.emacweb.org/](http://www.emacweb.org/).

### **Commonwealth of Virginia Emergency Operations Plan**

A brief discussion of the Commonwealth of Virginia Emergency Operations Plan (COVEOP) is included here to give an idea of state level planning ongoing in support of local emergency operations. The volumes noted under

protected access may be of particular interest in describing available state and federal resources. The COVEOP provides for the state government's response to emergencies and disasters in support of affected local governments. The Plan consists of seven volumes including the *Basic Plan* which is an overview of the state's emergency response organization and six additional volumes organized by hazard or program. The majority of the COVEOP's volumes (*Basic Plan, Disaster Recovery, Hurricane Emergency Response, and Hazard Mitigation Management*) are available at [www.vaemergency.com/library/plans/index.cfm](http://www.vaemergency.com/library/plans/index.cfm).

Access to the volumes titled *Radiological Emergency Response, Transportation Emergency Operations, and portions of Hazardous Materials and Terrorism Consequence Management* as well as the *COV Strategic National Stockpile Plan* is protected through password login to the **Virginia Online EOC** at [www.vaemergency.com/about/structure/ops/oeoc\\_access.cfm](http://www.vaemergency.com/about/structure/ops/oeoc_access.cfm).

The Virginia Department of Health is responsible for maintaining a separate *Pandemic Influenza Response Plan* which may be found at [www.vdh.state.va.us/EPR/Planning/index.htm](http://www.vdh.state.va.us/EPR/Planning/index.htm). Point of Contact: Sam Hoffman, DCJS Homeland Security Coordinator at [sam.hoffman@dcjs.virginia.gov](mailto:sam.hoffman@dcjs.virginia.gov).

### **Support Annex 7 – NIMS Forms Listing:**

- Tab A: ICS 201, Incident Briefing
- Tab B: ICS 202, Incident Objectives
- Tab C: ICS 203, Organization Assignment List
- Tab D: ICS 204, Division Assignment List
- Tab E: ICS 205, Incident Radio Communications Plan
- Tab F: ICS 206, Medical Plan
- Tab G: ICS 212, Resources at Risk
- Tab H: ICS 213, General Message
- Tab I: ICS 214, Unit Log
- Tab J: ICS 216, Radio Requirement Worksheet
- Tab K: ICS 220, Air Operations Summary
- Tab L: ICS 221, Demobilization Checkout
- Tab M: ICS AAR-01, After Action Review
- Tab N: ICS PD01, Situation Report
- Tab O: ICS Forms Instruction

## **EMERGENCY MANAGEMENT AT UNIVERSITIES**

### **Responding to College Campuses in the City of Richmond:**

In the event that RPD Officers are called upon to respond to one of the three major college campuses within the City of Richmond, the following staging locations and contact numbers will be used.

Note: Detailed Maps for all three college campuses will be available via the officer's vehicle MDT.

### **VCU:**

VCU is currently divided into two staging locations:

1-Monore Campus Incidents

- Staging area will be the Segal Center

2-MCV Campus Incidents-

- Staging area will be 7<sup>th</sup> & Duval Street (Old Heliport)

Officers responding will utilize the below listed contact information when responding to a VCU related incident:

VCU PD Primary contact –

Office-  
Cell-

VCU PD Emergency contact-  
Dispatch-

### **VCU Medical Center Traffic Plans**

#### **VEHICLE EVACUATION ROUTE FOR THE VCU DOWNTOWN CAMPUS**

This evacuation plan covers the Downtown Campus from 14<sup>th</sup> Street to Broad Street to 3<sup>rd</sup> Street I-95.

The main exit routes from the campus will be:

North – westbound on Broad, right on 3<sup>rd</sup> to I-95 or westbound on Broad, right on 7<sup>th</sup> to I-95

South – southbound on 14<sup>th</sup> Street to the Mayo Bridge - or - southbound on 8<sup>th</sup> Street to the Manchester Bridge.

East – eastbound on Broad Street - or - eastbound on Leigh Street to the King Bridge, left on Mechanicsville Turnpike to I-64

West – westbound on Broad - or - westbound on Leigh Street

Police should place signal lights on GREEN at the following locations:

Broad Street – lights on green from Belvidere to 17<sup>th</sup>

3<sup>rd</sup> Street – lights on green from Jackson to Byrd

5<sup>th</sup> Street – lights on green from Jackson to Byrd

7<sup>th</sup> Street – lights on green from Broad to Duval

8<sup>th</sup> Street – lights on green from Leigh to Canal

Police officer posts:

- 1 14<sup>th</sup> and Dock
- 2 14<sup>th</sup> and Canal
- 3 14<sup>th</sup> and Cary
- 4 14<sup>th</sup> and Main
- 5 14<sup>th</sup> and Franklin
- 6 14<sup>th</sup> and Broad
- 7 14<sup>th</sup> and Broad
- 8 Broad and 17<sup>th</sup>
- 9 Broad and 12<sup>th</sup>
- 10 Broad and 10<sup>th</sup>
- 11 Broad and 9<sup>th</sup>
- 12 Broad and 8<sup>th</sup>
- 13 Broad and 7<sup>th</sup>
- 14 Broad and 5<sup>th</sup>
- 15 Broad and 4<sup>th</sup>
- 16 Broad and 3<sup>rd</sup>
- 17 Broad and 2<sup>nd</sup>
- 18 Broad and 1<sup>st</sup>

- 19 Broad and Adams
- 20 Broad and Belvidere
- 21 Broad and Belvidere
- 22 Leigh and 1<sup>st</sup>
- 23 Leigh and 2<sup>nd</sup>
- 24 Leigh and 3<sup>rd</sup>
- 25 Leigh and 3<sup>rd</sup>
- 26 Leigh and 7<sup>th</sup>
- 27 Leigh and 8<sup>th</sup>
- 28 Leigh and 9<sup>th</sup>
- 29 Leigh and 10<sup>th</sup>
- 30 Leigh and 11<sup>th</sup>
- 31 7<sup>th</sup> and Duval
- 32 Marshall and 3<sup>rd</sup>
- 33 Marshall and 5<sup>th</sup>
- 34 Marshall and 7<sup>th</sup>
- 35 Marshall and 8<sup>th</sup>
- 36 Marshall and 9<sup>th</sup>
- 37 Marshall and 10<sup>th</sup>
- 38 Marshall and 11<sup>th</sup>
- 39 Marshall and 12<sup>th</sup>
- 40 Marshall and College\
- 41 Clay and 12<sup>th</sup>
- 42 Clay and 11<sup>th</sup>
- 43 Clay and 10<sup>th</sup>
- 44 Mosby and "O"
- 45 Mechanicsville and Fairmount
- 46 Mechanicsville and Fairfield
- 47 Mechanicsville and I-64

**Virginia Union University:**

VUU will have One primary staging location and two alternates in case the primary location can not be used.

1-Primary Staging location-Hovie Field (Football Stadium)

2-Alternate #1-Richmond Police academy

3-Alternate #2-Barco Street Gym

Officers responding will utilize the below listed contact information when responding to a VUU related incident:

VUU PD Primary contact –

Office- [REDACTED]

Cell- [REDACTED]

VUU PD Emergency contact-

Dispatch- [REDACTED]

**University of Richmond:**

UR will have One primary staging location and two alternates in case the primary location can not be used.

1-Primary Staging location- Special Events Lot (Across from the Robins Center)

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- 2-Alternate #1-Mid-Lot by Alumni Center (between Alumni Center and Modlin Center)
- 3-Alternate #2-Commuter Parking Lot C (Parking lot to left as you are entering the Main Gate of Campus-Gateway Drive)

Officers responding will utilize the below listed contact information when responding to a UR related incident:

UR PD Primary contact –

Office-  
Cell-  
Home-

UR PD Emergency contact-  
Dispatch-

### **Support Annex 8 - City of Richmond Emergency Management Plans:**

- Tab A: Emergency Operations Center: Incident Command Interface
- Tab B: Emergency Operations Plan Support Annex: Direction and Control
- Tab C: Emergency Operations Plan Incident Annex: Hurricanes and Tropical Storms

### **Support Annex 9 - City of Richmond Communications Contingencies Plans:**

#### **CAPABILITIES OF BACK-UP COMMUNICATIONS SYSTEMS**

Most of the City's communications systems are made up of a wide variety of components with back-ups and built-in redundancy to minimize the affects of component failures on its users. Although the loss of a component could negatively impact a system's operation, this document will only address severe and/or complete system failures.

#### **Telephone System**

The telephones in the administrative offices in DEC are on the City's telephone switch. All emergency and non-emergency lines in the Communications Center are on the CVB Nortel Opt 81C switch. This switch operates in Bldg 18. The Telecomm Room in Bldg. 18 is serviced by a 50KW generator in the event of a power outage. Thirty-two trunks , 20 wire and 12 wireless feed directly into the Nortel Opt. 81C switch and are dedicated to 911 calls. To provide diversity, these 32 trunks come in on 3 separate paths as indicated below.

- 5 ~ 911 trunks copper wire path
- 5 ~ 911 trunks copper wire path
- 10 ~ 911 trunks fiber optics path
- 12 ~ 911 trunks wireless

If the Opt. 81C switch fails the system is designed to divert incoming calls to a backup Opt 11C located inside Bldg. 30. The CAMA trunks and the 2616 phones will failover to the Opt 11C via a manual switchover performed by Telecomm or Supervisory personnel. If an event has occurred that requires the DEC to be vacated, back-up call-taking and dispatch functionality exists in the primary backup site at Building 18. If any failure to DEC telephone systems occur, the Communications Coordinator and the Communications Systems Specialists should be contacted

immediately after notifying the telephone company. These individuals will assist in activating operational options and in media/public notification.

### **Nice – Wordnet Series 3 Audio Logging System**

The Nice Wordnet is an audio logging system that records all telephone traffic in the ECC and the most critical radio traffic. This system is comprised of one digital recorder. Nice provides maintenance on this system. The recorder archives audio to a Dual-sided DVD-RAM device. The maintenance contract on this system provides 24/7 coverage. The Nice Last Message Replay application is installed on each workstation on the Communications Floor which provides the ECC with the ability to replay all recordings for the last thirty minutes for each channel assigned to that workstation.

Loss of recording or archiving on any recorder is considered critical. Failures of this nature should be reported immediately to Nice Technical Support. The support number for Nice is 1-866-999-6423.

### **SmartZone Management Terminal**

SmartZone Management Terminal is the management module to the 800 MHz trunked radio system. Through SmartZone Management Terminal administrative functions, such as entering and modifying radios, enabling print functions, logging, etc., are performed. SmartZone Management Terminal is maintained locally by RCV and supported by Motorola Technical Support. It is important to note that even complete SmartZone Management Terminal failure will have no effect on the operation of the radios.

### **Computer-Aided Dispatch (CAD)**

The Computer-Aided Dispatch (CAD) System is used for the entry and dispatch of Public Safety calls-for service. The CAD System has many components that provide additional functionality, such as, paging/alerting, Mobile Data Computer (MDC) messaging, wanted/DMV inquiries, etc. As illustrated below, loss of any of these interfaces does not necessarily mean the loss of the CAD System in total or even partial functionality.

When the fire station alerting in the CAD System fails, this functionality is provided by a backup paging method from the console. A ring-down telephone circuit between the fire radio operator and each fire station provides yet another backup method of fire dispatch.

When MDC messaging in the CAD System fails, the 800 MHz radio system is still available to facilitate voice communications between Public Safety members and the 911 center.

When the VCIN/DMV/NCIC interface fails, the 911 Center has two stand-alone terminals that still provide this functionality and connectivity to the State switch without dependency on the CAD System.

When a complete CAD System failure occurs, a back-up system is in place whereby incident and administrative actions are recorded manually with a pen and paper system. Information recorded on paper is uploaded to the CAD System when the system is restored, thus preventing the loss of data. However, it is important to realize that during a complete CAD System failure, this manual operation is difficult and not nearly as efficient as the automated process. In addition, functions normally performed by field personnel from their MDC must now be recorded by the dispatcher. Voice radio transmissions also increase significantly.

The CAD System, as all other communications systems, is also protected by the UPS and back up power systems.

## **Paging**

A significant degree of back up is built into our paging systems. Several independent paging systems exist which make complete loss of alerting unlikely. The primary method of initiating a page is via the Intergraph CAD System which is supported by the City's Department of Information Technology and Intergraph Corporation. The Intergraph CAD System's I/Page application delivers the page to one or more paging/cell carriers. Paging and cell carriers currently include Verizon (Blackberries), Nextel, Aquis, Metrocall, Velocita, and a new City-Owned system from Critical Response.

The Motorola MOSCAD fire station alerting system provides paging functionality for Fire dispatch operations. Public Safety staff and other administrative staff are paged through one of the services listed above.

Complete loss of this system does not mean loss of alerting capability. Shown below are available alternatives when a complete loss of the I/Page paging application is encountered. From a PC with e-mail capability, staff who utilize any of the abovementioned paging services can be paged by sending an SMTP e-mail message containing the 10-digit pager number followed by Internet address of the paging service. Fire units can still be alerted for a call with the MDC system or the console paging system.

## **MOSCAD**

MOSCAD, as all other systems, operates under protected power systems and is maintained by RCV with Motorola technical support.

## **Radio System Loss Options**

### **Loss of a Single Radio**

A radio user who has a defective radio should report this to the Radio Shop.

### **Mutual-Aid Operations**

The City's radio system is connected to both Henrico and Chesterfield Counties radio system through the Zone Controller located in the Prime site at Henrico County's ECC. All police and fire radios are programmed to work on each of the 3 simulcast subzones. This roaming does not require any interaction from the user.

### **Complete Loss of CEB**

The Central Electronics Bank CEB controls the dispatch consoles. Partial losses can be experienced which could result in the loss of a single dispatch position. This creates minor issues in Communications as other positions have the capability of taking over the workload of the failed position. This would create no impact on field operations. Complete loss of the CEB results in no Communication between field personnel and Communications. All field units and remote sites can talk with no loss of system features.

### **Loss of Both Central Site Controllers**

The Central Site Controllers are the components that direct radio traffic on the 800 MHz trunked radio system. The system has a redundant controller. If a controller fails, the system will automatically switch to the back-up controller. If both controllers are lost, the radio system goes into a Afail-soft@ mode. This places all system sub-fleets on a pre-determined/pre-programmed radio frequency. All users will hear a short beep tone every 15 seconds. Coverage still good and basic operations still available. Some lower priority sub-fleets are combined on a single radio frequency.